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ANNUAL REPORT
COPENHAGEN BUSINESS SCHOOL

1995

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REPORTS

The Learning University by President Finn Junge-Jensen 2-3
Educational Development by Chairmann Niels Kjeldsen 4-5

Handelshøjskolens Bibliotek

- 3 FEB. 1997

NETWORKING

Closer CEMS Cooperation 8-9
Hosting the Annual PIM Meeting 10-11
The Pilot has Left the Bridge- Portrait of a Constructive Fighter 12-13

København

RESEARCH PROJECTS

New Departments: Department of Informatics
and Management Accounting 16
- Information as a Management Tool
Department of Management, Politics and Philosophy 17
- Holistic View of Management
Department of Logistics and Transport 18
- Logistics Create Coherence
International Monetary Policy 19
Craftsman Culture and High-Tech 20-21
Research Evaluation with Positive Prospects 22-23
Multimedia System for International Cooperation 24-25
Cooperations' Perception of Quality Revealed 26
Mapping of HRM in Europe 27
Economics and Environment Management
- an Inter-disciplinary Cooperation 28-29
The CBS increases Focus on Eastern Asia 30-31
Eastern Europe Coming Closer 32-33
Knowledge of the Past Vital for Planning the Future 34-35
New Projects at the Faculty of Modern Languages 36-37

EDUCATIONAL PROGRAMS

International Field Studies 40
Increased Cooperation with the Danish School of Art and Design 41
Students Win International Prizes 42-43
B.Sc.IB - Nor just an English Translation of the HA (B.Sc.) 44-45
MBAs Strengthen Corporate Management 46-48
Philosophy/Business Economics Study Program Offered in 1996 49
First MPA Degrees Awarded in Denmark 50-51
The CCE - The Center of Rotation between the CBS and
the Surrounding Community 52-53

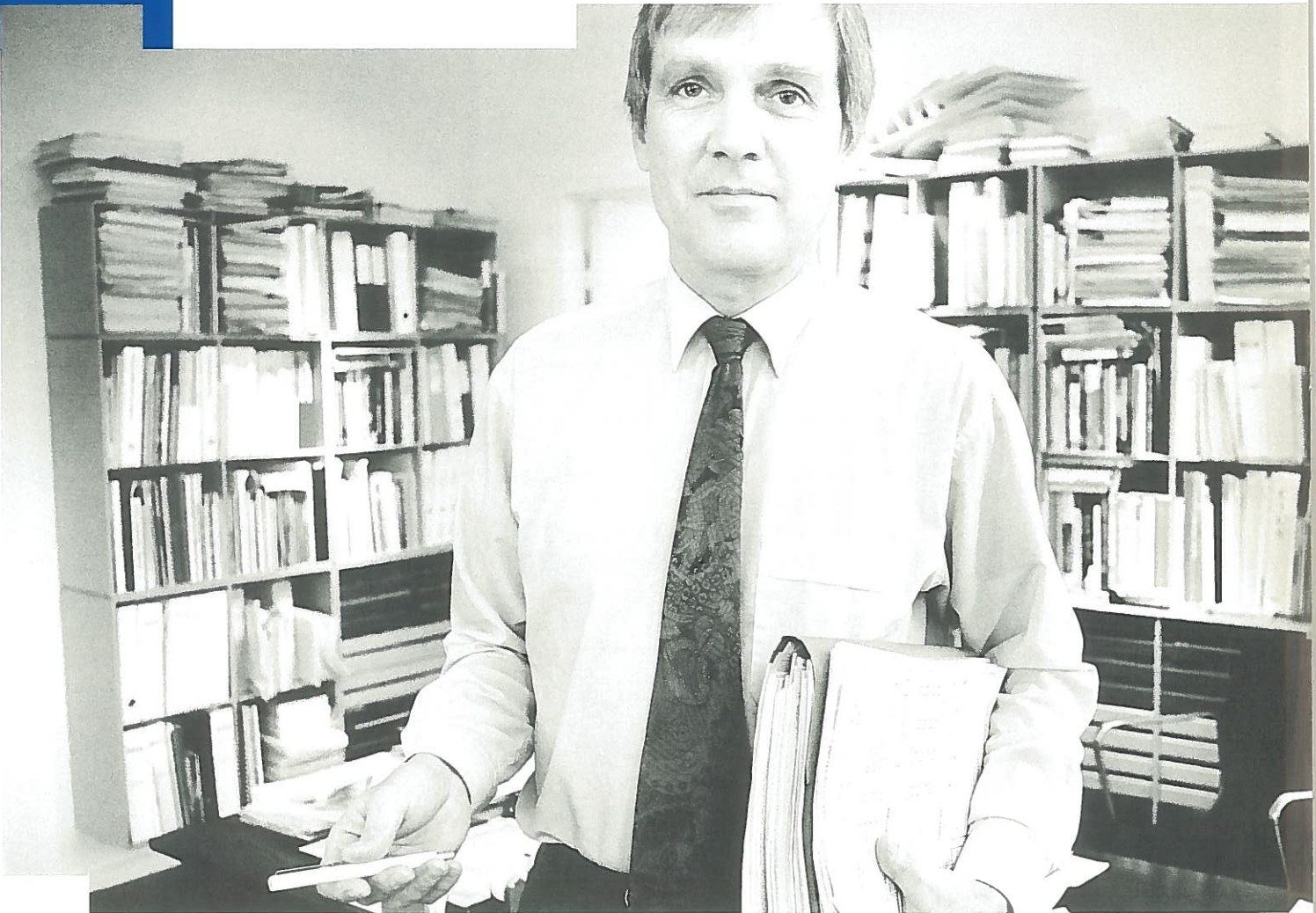
MISCELLANEOUS

Initiator of European Graduate Recruitment Service 56-57
The New Business School 58-59
Books on Change 60-61

KEY FIGURES

Statistics 64-71
Addresses 72-75
Credits 76

The Learning



FINN JUNGE-JENSEN, PRESIDENT

In the knowledge society, the ability to develop and utilize human resources and the potential for constant renewal and innovation will be critical factors for the competitiveness of corporations. By seeing development and communication of new knowledge and lifelong learning as its main task, the CBS will be able to play an important role for the Danish business community and the society as such.

The demand for constant innovation will apply in particular to the universities themselves.

The CBS will have to develop into a learning organization where it is not so much the long-term plans as the ability to learn, the willingness to apply critical and self-critical analysis, the desire for constant experiments and innovation that are the determining factors.

The strategic development processes in recent years and a long line of concrete development activities have created a solid foundation for CBS's ability to handle the challenges of the coming years. In particular

five strategic perspectives will be landmarks for our next steps.

International Profile with National Roots

The CBS wants to do research at an international level, to educate candidates who are competitive in an international labor market, and to create an international environment of teachers and students in order to meet the demands of an ever more globally oriented Danish society and business

Professional Scope

The CBS wants to develop and incorporate new professional areas in the interface of the complexity, changeability and unpredictability of the knowledge society, as these elements create a demand for new understanding and new competences.

Areas such as technology management, political management in interaction with the public and the private sectors, environment economics and environment management, design and design management, communication and culture philosophy, ethics and history are all examples of subjects which are gaining increasing importance to the CBS.

Intensified Cooperation with the Business Community

The CBS wants to strengthen its partnership with the business community in order to be able to live up to its goal of research and education at an international top level.

Joint research activities (projects, centers, corporate researchers), action-learning programs and the development of new multimedia cases are examples of activities that will gain importance in the years to come when new knowledge is developed fast and new learning methods are becoming necessary.

Also public and international organizations will have to enter into a commitment with the CBS which will increasingly resemble a network organization.

From Mass Education to Individual Talent Development

The CBS wants to develop a pedagogical environment for innovative teaching and learning processes - a pedagogical experimental workshop - which combines research-based teaching with experience-based learning, multimedia-based learning methods with interdisciplinary group projects, and which can mobilize the individual and collective resources of the students to a much larger extent than mass education can. Education aiming at lifelong learning will mean a radical paradigm shift from mass education pedagogy and make entirely new demands on the teachers and organization of the CBS.

The Learning Organization

The CBS is not only a supplier of new teaching and learning processes; as an organization it must also itself demonstrate learning and innovation abilities.

The requirement of systematic analysis and evaluation must be combined with the need for imagination and untraditional experiments. In the early 1970s, James March (the first honorary doctor at the CBS) was an esoteric element in decision theory with his famous article 'The Technology of Foolishness'. In 1994, Gary Hamel and C.K. Prahalad in 'Competing for the Future' had the same visions of a decisive pivot for the survival of the fittest corporations in the society of tomorrow. The learning organi-

zation also means well-functioning internal and external feed-back mechanisms. The systematic work of the CBS concerning internal and international evaluations and benchmarking activities, the participation in close networks, and a continuous quality and organization development are all part in the creation of such learning mechanisms.

In this annual report there are examples of many of the new initiatives which have been implemented and developed as part of the strategy process, including

- the first MBA and MPA graduates in Denmark;

- re-enforced efforts in a number of research areas;

- external research evaluations of the CBS departments;

- cooperation projects with the business community;

- new educational programs: B.Sc. in International Business, Business Economics and Philosophy, etc.

To the CBS there is a close connection between vision and concrete activities, and to CBS employees it has meant an extraordinary effort to strive to realize some of the visions of the CBS of tomorrow that we are developing at the moment. But with the support from our national and international cooperation partners, the CBS is well prepared for the knowledge society.

Finn Junge-Jensen
President

community.

With its deep roots in the Danish and Nordic culture and tradition, the CBS will be a focal point for international researchers and students, an attractive cooperation partner both regionally and globally, just as the CBS wants to take part in the international agenda for the professional development in a number of selected areas.



Educational

The Educational Program of the CBS Reflects Developments in the Danish Society

It is a well-known fact that between them, technological developments and the new production methods and possibilities resulting from them have broken down old business traditions and have also had an immense influence on the business structure and other developments in society. This is also true in the field of administration. The development within information technology has led to significant changes in the management policies and structure of corporations, leading to the abolishment of many secretarial and specialist functions. To this should also be added the radical changes to the contents of many jobs as well as the emergence of new jobs with far more coordinating and independent functions.

Parallel to this development, the internationalization process continues rapidly along with the growth in global work division and cross-border trading. The demand for linguistic qualifications is ever increasing, and we need greater insight into the world beyond the Danish horizon.

It is evident that this development must be reflected in the expansion of both the study program and the research activities at the CBS.

Product Development a Must

Some years ago, the CBS offered far fewer study programs than today. The business traditions and the calm development were reflected in a more limited range of basic and advanced studies. Today, however, the range is considerably wider and may at first glance seem confused to both future students and to many business managers. However, for several years now the Advisory Council of the CBS has considered it vital to implement a continuous development of the CBS study programs. Product development was never the goal in itself, but it has been necessary in order to meet the demands of the business community which arise from developments in technology and in the market.

This product development has also been furthered by the opening up of fascinating new possibilities for supplementing the CBS range of study programs with studies at leading European and overseas business schools and universities as a result of the internationalization efforts. This perspective which has already been realized to the benefit of many students necessitates a development and adjustment of a number of CBS programs.

Competition for Students

The CBS will to a much greater extent than before have to compete in order to attract students. Not just students in general, but also students who are aiming specifically at a future in the business community. This competition will come from other business schools and vocational and technical schools, but also from universities.

We must expect that an increasing number of young people with other educational backgrounds in eg the humanities will find their way to positions in the business community. There are already several examples of graduates with 'other' backgrounds who are doing well, even though their education seen through traditional eyes must be described as untraditional, and therefore the conclusion must be that they bring new, relevant qualifications to the business community which will prove to be valuable to its development in an age of great change and challenges in all areas.

Educational Innovation

The Advisory Council has been keeping a constant eye on this development, and - with full respect for the foundations of the CBS - it wishes to promote educational innovation. If programs with untraditional contents can attract new groups of well-qualified students, this may contribute to the development at the CBS of subjects and environments which may prove to be of great benefit to a visionary business community.

The new study program in philosophy and economics is one of those innovations which start in the fall of 1996.

The MBA and MPA programs are other important innovations which have been created during the past few years. They are demanding executive programs aimed at experienced and well-qualified managers from the business community and the public sector, respectively. Since both programs are already now quite successful, we may conclude that the prerequisites for their implementation have been fully met.

Tasks of the Advisory Council

One of the tasks of the Advisory Council is to monitor the activities of the CBS and to undertake advisory functions in that connection. The Board seeks to fulfil this role by

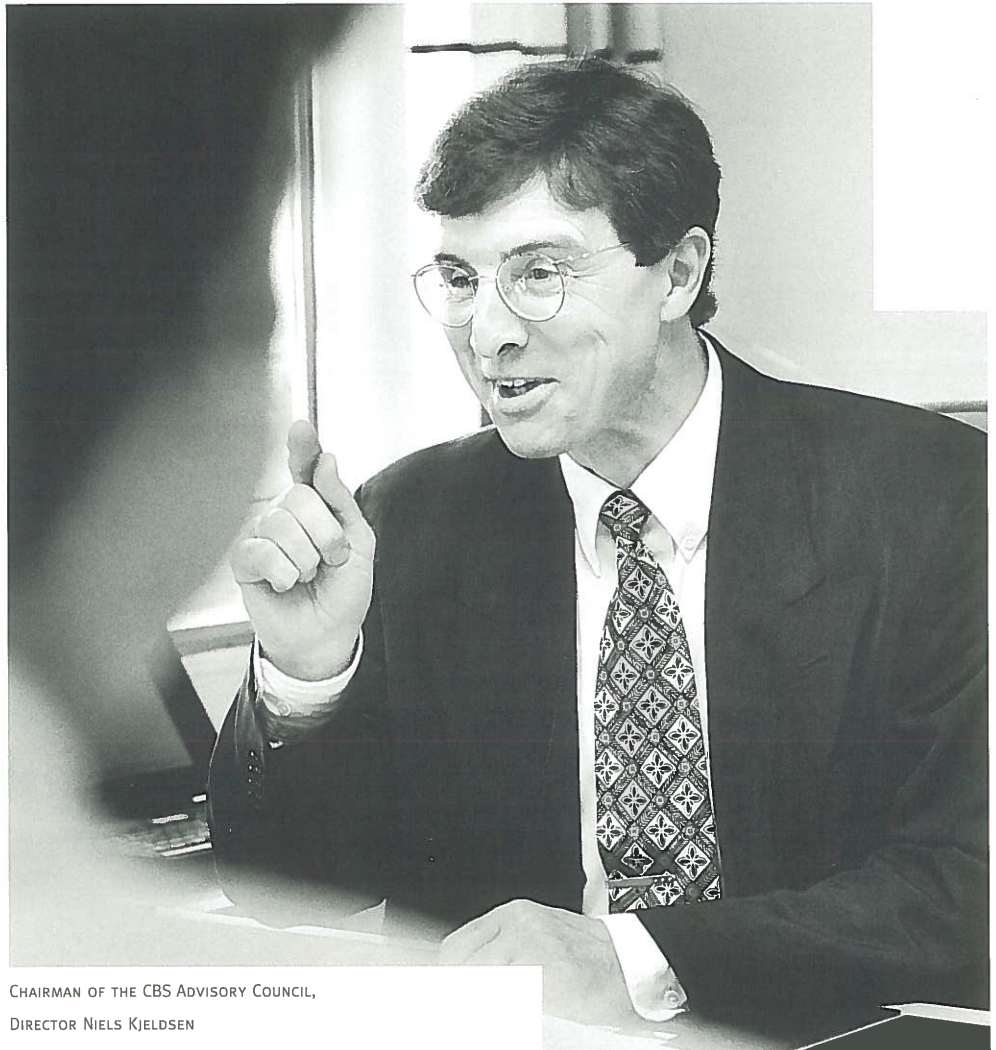
-helping to implement a strategic development at the CBS in compliance with the requirements of the business community and the Danish community as a whole;

-helping to secure high quality education and research;

-helping to secure the development and promotion of the position of the CBS as one of the leading, internationally oriented business schools.

Niels Kjeldsen
Chairman of the Advisory
Council of the CBS

The Advisory Council of the non-profit institution, the Copenhagen Business School has six representatives from the business community appointed by FUHU - the Danish Society for the Advancement of Business Education. The Advisory Council was set up to replace the former Board of Directors when the government took over the CBS in 1965 and thus also the administrative and economic responsibilities from FUHU. Although the Advisory Council still has an obligation to supervise the CBS, its primary function is advisory. In recent years, this function has been gaining in importance to ensure good interaction of the CBS with that part of the business community which employs the main part of the CBS graduates or which uses the CBS to offer further education to employees.



CHAIRMAN OF THE CBS ADVISORY COUNCIL,
DIRECTOR NIELS KJELDSSEN

In 1995 the members of the Advisory Council were:

Appointed by FUHU:

Director Niels Kjeldsen (chair),
ECK-Gruppen A/S.
Director Preben Kendal,
Unibank A/S.
Director Klavs Olsen, Chr.
Olsen Holding A/S.
Director Ole Trolle,
FLS Industries A/S.
Director Claus Valentiner,
Winterthur.

Natural members:

President Finn Junge-Jensen,
CBS.
Vice-President Bente
Kristensen, CBS.

Appointed by the

technical/administrative staff:

Senior assistant
Liza Klöcker-Larsen, CBS.

Student representatives:

Per Kristiansen, CBS
(M.Sc. Program).
Jesper Lohse, CBS
(M.Sc. Program).

Observers:

Director Preben Kjær, Dansk
Automobilhandlerforening.
Director Ole Wiberg, FUHU.
President Jeanette Ørsted,
Erhvervsprogligt Forbund.

NETWORKING

REPORTS

The Learning University by President Finn Junge-Jensen 2-4
Educational Development by Chairmann Niels Kjeldsen 5

NETWORKING

Closer CEMS cooperation 8-9
Hosting the Annual PIM Meeting 10-11
The Pilot has Left the Bridge- Portrait of a Constructive Fighter 12-13

RESEARCH PROJECTS

New Departments: Department of Informatics
and Management Accounting 16
- Information as a Management Tool
Department of Management, Politics and Philosophy 17
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Department of Logistics and Transport 18
- Logistics Create Coherence
International Monetary Policy 19
Craftsman Culture and High-Tech 20
Mapping of HRM in Europe 21-22
Research Evaluation with Positive Prospects 22-23
Multimedia System for International Cooperation 24-25
Cooperations' Perception of Quality Revealed 26
Economics and Environment Management
- an Inter-disciplinary Cooperation 27
The CBS increases Focus on Eastern Asia 28-29
Eastern Europe Coming Closer 30-31
Knowledge of the Past Vital for Planning the Future 32-33
New Projects at the Faculty of Modern Languages 34-35

EDUCATIONAL PROGRAMS

International Field Studies 38
Increased Cooperation with the Danish School of Art and Design 39
Students Win International Prizes 40-41
B.Sc.IB - Nor just an English Translation of the HA (B.Sc.) 42-43
MBAs Strengthen Corporate Management 44-45
First MPA Degrees Awarded in Denmark 46-47
The CCE - The Center of Rotation between the CBS and
the Surrounding Community 48-49
Philosophy/Business Economics Study Program Offered in 1996 50

MISCELLANEOUS

Initiator of European Graduate Recruitment Service 54-55
The New Business School 56-57
Books on Change 58-59

KEY FIGURES

Statistics 62-72
Addresses 72-73
Credits 74

Closer CEMS Cooperation

Abstract: CEMS (Community of European Management Schools) is a cooperation between a number of elite institutions and leading European corporations aimed at offering qualified students a top educational program for use in an international career. In 1995 the cooperation developed positively in many areas.

QA

The CEMS schools have established at Quality Task Force aimed at strengthening cooperation regarding Quality Assurance - QA - and development. The Task Force has drawn up a 'best practice' in a number of areas, ia through the use of benchmarking.

To the participating corporations, who are the main users of the CEMS graduates, it is important that the education is at all times at top level. And that the students admitted to the program have the right qualifications. Therefore a Selection Task Force has been set up, where the participating corporations have cooperated with the schools in drawing up a joint list of selection criteria. The main focus is on intellectual skills, language proficiency, maturity, communicative competence, international orientation, etc.

New Service for CEMS Corporations

The CEMS secretariat in Paris set up a student data base in 1995 to supplement the graduate data base, which has been at the disposal of the CEMS



VICKY WASSMANN, M.Sc. (ECONOMICS AND BUSINESS ADMINISTRATION) AND CEMS GRADUATE, NOW WORKS AS A TRAINEE AT TUBORG BREWERIES.

corporations for a number of years. The new student data base will register CEMS students who are in their last year of studies. Only CEMS corporations have access to using the data base, and they have already shown great interest in recruiting future CEMS graduates. A survey shows that within 2 months after graduation 84% of all graduates were in jobs. To further secure corporations the best recruitment base, a careers forum is held each year in connection with Commencement Day where graduates and students in their last year may meet the CEMS corporations.

Profile Tool

The first issue of the CEMS Business Review will be published in early 1996. The Review which is edited by both researchers and business executives is aimed broadly at executives and researchers all over the world. Still, it is assumed that it will primarily be a tool of interest to those schools and corporations that participate in the CEMS cooperation.

New Candidate Members

In order to support the schools that are candidate members in their efforts to become full members within a number of years, the existing CEMS schools have undertaken an obligation to support both the development of their studies and their teachers.

The Budapest University of Economic Sciences, which became a candidate member in 1994, has already come far towards full membership. In 1995 the Prague School of Economics and the Warsaw School of Economics were both accepted as candidate members. The CBS has already had researchers visiting Prague, just as the CBS has received visits from several teachers from Prague for longer terms as visiting fellows. The Chair of the CBS International Committee, professor Hanne Hartvig Larsen, is a member of the CEMS Task Force which constantly evaluates and advises the new candidate members from former Eastern Europe.

CEMS Facts

Academic Members:

BUDAPEST UNIVERSITY OF ECONOMIC SCIENCES
COPENHAGEN BUSINESS SCHOOL
ERASMUS UNIVERSITEIT, ROTTERDAM
ESADE - ESCUELA SUPERIOR DE ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS, BARCELONA
HEC - ECOLE DES HAUTES ETUDES COMMERCIALES, PARIS
HOCHSCHULE ST. GALLEN
LONDON SCHOOL OF ECONOMICS
NORWEGIAN SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION, BERGEN
STOCKHOLM SCHOOL OF ECONOMICS
UNIVERSITÄT BOCCONI, MILAN
UNIVERSITÉ CATHOLIQUE DE LOUVAIN, LOUVAIN-LA-NEUVE
UNIVERSITÄT ZUR KÖLN
WIRTSCHAFTSUNIVERSITÄT WIEN.

Candidate Members

PRAGUE SCHOOL OF ECONOMICS
WARSAW SCHOOL OF ECONOMICS.

Corporate Partners

ARTHUR ANDERSEN, STOCKHOLM
ASEA BROWN BOVERI, ZÜRICH
AUSTRIAN AIRLINES, VIENNA
BANCA COMMERCIALE ITALIANA, MILAN
BANQUE BRUXELLES LAMBERT, BRUSSELS
BANQUE PARIBAS, PARIS
CASSA DI RISPARMIO DELLE PROVINCE LOMBARDE, MILAN
CENTRAL HISPANO, MADRID
COATS CRAFTS VIVELLA-THREAD DIVISION, LONDON
COOPERS & LYBRAND, LONDON
DAIMLER BENZ AEROSPACE AG, MUNICH
DRESDNER BANK AG, FRANKFURT
ELEKTROWATT LTD., ZÜRICH
ERICSSON, STOCKHOLM
GOLDMAN SACHS, LONDON
GRUPPO ENI, MILAN
HENKEL INDUSTRIES, DÜSSELDORF
HILTI CORPORATION, LIECHTENSTEIN
F. HOFFMANN-LA ROCHE LTD., BASLE
J. P. MORGAN, PARIS
KPMG, DTG, COLOGNE
NORSK HYDRO, OSLO
PETROFINA SA, BRUSSELS
PROCTOR & GAMBLE EUROPE, PARIS
SCHINDLER HOLDING AG, LUZERN
SCHNEIDER, PARIS
SHELL INTERNATIONAL PETROLEUM, THE HAGUE
SIEMENS AG, MUNICH
SMITHKLINE BEECHAM, LONDON
STATOIL, OSLO
SWISS BANK CORPORATION, ZÜRICH
TETRA LAVAL, STOCKHOLM
TRYGG HANSA SPP, STOCKHOLM
VOLKSFÜRSORGE-JUPITER, VIENNA
WINTERTHUR VERSICHERUNGEN, WINTERTHUR
ZANUSSI-ELECTROLUX, PORDENONE
ZÜRICH INSURANCE COMPANY, ZÜRICH.

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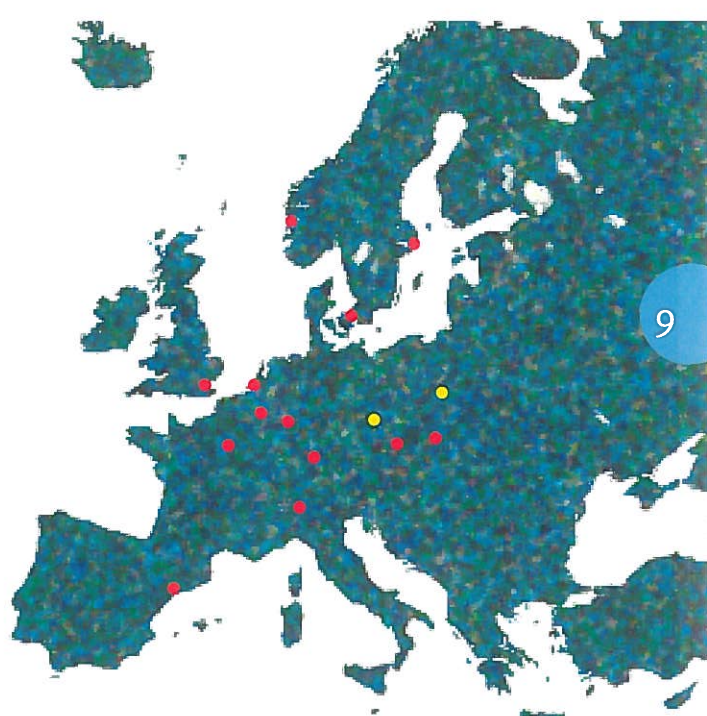
Phone: (+45) 38 15 30 06
Fax: (+45) 38 15 38 25
E-mail: ADM/INTOFF@cbs.dk

CEMS-Graduates 1990-95:

1990 :	90
1991 :	121
1992 :	144
1993 :	222
1994 :	238
1995 :	260

Number of CEMS Exchange Students:

1992-93 :	408
1993-94 :	422
1994-95 :	473



CEMS Graduates Begin Their Career at Carlsberg

Carlsberg A/S has established a management trainee scheme where a group of young people work in three different departments over a period of two years so that they get experience in domestic sales, domestic marketing and Carlsberg International.

CBS M.Sc. graduates from the international CEMS cooperation fit very well into this scheme which is at present employing no less than four CEMS graduates.

"They were not selected because they are CEMS graduates, but because they are qualified. But we definitely consider their CEMS experience an additional benefit. The young people are evaluated after each 8-month period, and our experience with them is only the best", says personnel consultant Helle Krogen, Carlsberg A/S.

Also to the graduates, this is a positive experience. At present Søren Flensburg is working in Carlsberg Domestic Marketing, Jan Hertz in Carlsberg Domes-

tic Trade Marketing, Jesper Meilholm in Carlsberg International, and Vicky Wassmann in Tuborg Domestic Sales.

"I wanted to join a major, international corporation with many opportunities, and when it became possible for me to apply at Carlsberg, I immediately took the chance. It offers me a fascinating mixture of customer orientation and international perspectives," says Vicky Wassmann, M.Sc. with CEMS studies in Barcelona and a final thesis in international cooperation.

Internships Give Practical Corporate Experience

As part of their CEMS studies, the CEMS students are required to study at a CEMS institution in another country and to test their theoretical knowledge in practice through an internship with a corporation. About 30 CBS students go abroad each year to meet these requirements for obtaining the coveted CEMS degree.

Internships Should Be Obligatory

M.Sc. student Camilla Harder was given three months with the French division of NOVO Nordisk to work out a strategy for the marketing of a new epilepsy drug. After thorough preparatory studies including analyses, interviews with doctors, pharmacists, and epileptics, she was ready to find out how to market the product to the various target groups.

"It is not just a question of earnings and competitor analyses, but just as much a question of the patients and their needs. It was fascinating to talk to the patients and learn about the problems they have in handling their illness in their every-day life. And with the doctors who are very much focused on eg the quality and application of the products".

Camilla Harder believes that she has had a good theoretical background at the CBS. But she would wish that an internship could be made an obligatory part of the M.Sc. program.

"When you are out in the real world, you realize what you can do with your knowledge. Therefore internships are an important part of your education".

Danish CEMS Graduates Form an Alumni Association

The CEMS graduates feel like one big family due to their common experience. Therefore they have formed a CEMS Alumni Association (CAA) to continue to expand their network through professional and social activities.

Each country has its own local committee, and the Danish chairman is M.Sc. Martin Lemcke. He aims at expanding cooperation with the local committees of the other countries and at marketing the CEMS degree better among Danish corporations.

"It is important that Danish corporations are made more aware of the qualifications that the CEMS graduates can offer the Danish business community due to their internationally oriented background of studies and internships abroad".

Hosting the Annual PIM-meeting

Abstract: The Programme in International Management - PIM - held its 22nd annual meeting at Dalgas Have from 3 to 5 November. At the meeting, the future strategy of the PIM cooperation and the admittance of new members were among the issues discussed.

There was a truly international atmosphere at Dalgas Have in the period 3 - 5 November, when the CBS hosted this year's PIM conference with almost 100 participants from about 30 universities and business schools. The arrangement, which was hosted by the Chair of the CBS International Committee, professor Hanne Hartvig Larsen, was a great success. The participants were most satisfied with the program, which - apart from a comprehensive professional content - offered exciting experiences in Copenhagen, a jazz at the Glyptothek art museum and a banquet at the National Museum.

The Future Strategy Marked the Preparations

Between the annual meetings, PIM is governed by a Policy Committee which always consists of the Chairs of the meetings of the previous year, the present year, and the next year. The Chair of this year's meeting, Hanne Hartvig Larsen, tells us that the Committee had spent some time since the previous meeting on discussing the admittance conditions and their fulfilment for the six institutions which have applied for PIM membership during the year. Also the Committee had spent some time considering

the future strategy of the cooperation.

"So far PIM has been a very unbureaucratic organization. At the annual meetings it would be discussed which potential members were to be invited the following year, applicants would be evaluated, and new members would be admitted upon agreement. But with the strongly increased interest in PIM membership which we have experienced over the past years, the future strategy of PIM had to be the crucial point of the Copenhagen meeting", says Hanne Hartvig Larsen.

Informal Organization and Increased Cooperation

The cornerstone of the PIM cooperation has always been student exchange. The annual meeting therefore also functions as a kind of marketplace where the exchange agreements for the year to come are negotiated. This time, some of the members also wished to set up a closer cooperation regarding exchange of teachers, exchange of Ph.D. students and curriculum exchange. *"Unfortunately, time did not allow us to have a more detailed debate about the framework for the new activities. But I expect that the Policy Committee will be*

discussing this issue and will present our considerations at the meeting next year", Hanne Hartvig Larsen estimates.

The conference decided to maintain its informal organization without a secretariat. This means that it is still the past, the present, and the coming Chairs who handle the current business as Policy Committee.

No Compromises Regarding Quality

The Policy Committee presented a strategy memorandum, which was subsequently discussed in groups and in a plenary meeting with the participation of present and potential members. Following that part, a number of important results were reached during the closed part of the meeting, according to Hanne Hartvig Larsen.

"The most important thing was probably the decision to slow down the growth in admissions and to let it be controlled by geographical interests so that PIM is not cut off from strengthening the exchange programs with institutions in the growth areas of the world, eg Asia and South Africa. But I also consider the clear indication that high quality research and educational programs are still to be the significant characteristics of the PIM members extremely important".

Hanne Hartvig Larsen also welcomes the fact that members emphasized the importance of a possible scope for cultural diversity in research styles and approaches!

PIM Members:

North and South America

- 1 - CORNELL UNIVERSITY, ITHACA, NEW YORK
- 2 - DUKE UNIVERSITY, THE FUQUA SCHOOL OF BUSINESS, DURHAM, NORTH CAROLINA
- 3 - MCGILL UNIVERSITY, MONTREAL, CANADA
- 4 - NEW YORK UNIVERSITY, STERN SCHOOL OF BUSINESS, NEW YORK
- 5 - UNIVERSITY OF CALIFORNIA, BERKELEY, HASS SCHOOL OF BUSINESS CALIFORNIA
- 6 - UNIVERSITY OF CALIFORNIA, LOS ANGELES, CALIFORNIA
- 7 - UNIVERSITY OF CHICAGO
- 8 - UNIVERSITY OF NORTH CAROLINA, CHAPEL HILL, NORTH CAROLINA
- 9 - UNIVERSITY OF MICHIGAN, ANN ARBOR, MICHIGAN
- 10 - UNIVERSITY OF BRITISH COLUMBIA, VANCOUVER, CANADA
- 11 - CICHARA IVEY SCHOOL OF BUSINESS, ONTARIO, CANADA
- FUNDACAO GETULIO VARGAS, SAO PAULO, BRASIL

Europe

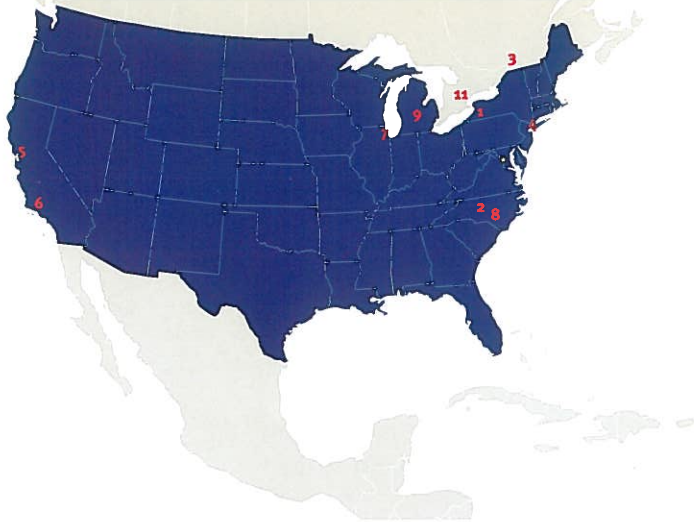
- 1 - COPENHAGEN BUSINESS SCHOOL, COPENHAGEN, DENMARK
- 2 - ECOLE DES HAUTES ETUDES COMMERCIALES, PARIS, FRANCE
- 3 - ERASMUS UNIVERSITEIT, ROTTERDAM, HOLLAND
- 4 - ESCUELA SUPERIOR DE ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESA, BARCELONA, SPAIN
- 5 - UNIVERSITÄT ST. GALLEN, ST. GALLEN, SWITZERLAND
- 6 - MANCHESTER SCHOOL OF MANAGEMENT (UMIST), UK
- 7 - NORGES HANDELSHØYSKOLE, BERGEN, NORWAY
- 8 - STOCKHOLM SCHOOL OF ECONOMICS, STOCKHOLM, SWEDEN
- 9 - UNIVERSITA COMMERCIALE LUIGI BOCCONI, MILAN, ITALY
- 10 - UNIVERSITÉ CATHOLIQUE DE LOUVAIN, LOUVAIN-LA-NEUVE, BELGIUM
- 11 - UNIVERSITÄT ZU KÖLN, COLOGNE, GERMANY
- 12 - WIRTSCHAFTSUNIVERSITÄT WIEN, VIENNA, AUSTRIA.

Australia

- 1 - MELBOURNE BUSINESS SCHOOL, MELBOURNE, AUSTRALIA
- 2 - AUSTRALIAN GRADUATE SCHOOL OF MANAGEMENT, SYDNEY, AUSTRALIA

Asia

- ASIAN INSTITUTE OF MANAGEMENT, MANILA, PHILIPPINES.



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THE PIM MEETING IN COPENHAGEN WAS DOMINATED BY WORK ON THE FUTURE STRATEGY OF THIS COOPERATION, BUT THERE WAS ALSO TIME FOR EXCITING SOCIAL EVENTS, AS IN THE CARLSBERG GLYPTOTHEK.



The Pilot Has Left the

Portrait of a Constructive Fighter. By Associate Professor Ole Lange

A more than 41 years long, close relationship ended on 1 July, 1995. By divorce. More or less. Department director Lauge Stetting left his position at the CBS. Much against his will. But he will continue as head of the CBS press.

A constructive fighter left the field to sit on the touchline and follow the continuous struggle of the CBS team to join the international super league that the manager, his supporters and the team are so eager to join.

Lauge Stetting was taken off the team because he is too old - according to his birth certificate. Not because he is useless or out of form. It is true that he does not play golf - with or without a handicap - swim, bike or jog to any significant extent. On the contrary. He sleeps little, smokes his pipe a lot, drinks French red wine from the better vintages, enjoys his exquisite brandy with the accompanying Havana cigar, and left the so-called Radical Liberal Party as a protest against the new Danish Universities Act.

And therefore his condition - both physically and mentally -

is exceptional. Over the years he has strengthened it further by being a dedicated letter-writer to various members of the governing bodies of the CBS. He has been interfering.

In his personal lifestyle, Stetting is not exactly the proto-type of a sports and competition person, although he looks the part. But throughout his 41-year long career at the CBS he was.

Eager to fight like the boxer who would rather fly like a butterfly, sting like a bee, and who does not go out of the way of a nice little fight. Quick as lightning like the fencer who spots the opening in his adversary and ... touché. Slowly commanding the oars as the helmsman - the stroke that sets the pace of an eight. Constructively orchestrating the game like a mid-field libero with chance-creating, deep passes to his younger team-mates. Hard-smashing and volleying like the tennis player at the net. Tackling in the lump of handball players before the goal and the line - without crossing it very much.

In most respects a great tactician with the cool overview, sense of placing and openings in the development. But he is not the type who plays according to the old maxim - "You win some, you lose some". He hates losing.

As a researcher, Lauge Stetting will hardly be nominated for the Nobel Prize in economics. But as an initiator - most recently of the B. Sc. study program in International Business, which is taught in English, as a politician, as a sparring partner and organizer of eg the international Danish Summer Research Department at Gilleleje 1990-92, where he used his international, personal connections - he has like few others left his mark on the CBS for 41 years. Whether in the capacity of President, Dean of the Faculty of Economics, head (formally or informally) of the Department of International Economics and Management, or as head of the Faculty Premises Committee, which is in his own words the most important of organs because "everything takes place on premises".

In the words of one of his colleagues, Lauge Stetting has the grace "to know and to do what he wants to". He will probably keep on doing exactly that in the years to come as head of the expanding Handelshøjskolen Forlag, which is now co-operating with the publishing houses of Munksgaard in Denmark and Blackwells at Oxford. "We wait and we tremble" as another of his colleagues and authors at the publishing house put it when he left the CBS.

Lauge Stetting's retirement will have to wait.

International Dean of the Year Award

Much praise was awarded to department director Lauge Stetting by the Dept. of International Economics and Management (INT) when he was appointed International Dean of the Year at a ceremony at the annual meeting of the Association of International Business in November 1995 in Seoul. Lauge Stetting's close friend and colleague, professor Arthur Stonehill was obviously proud to give the introductory speech.

Initiator of the Danish Summer Research Department

The weightiest reason for awarding Lauge Stetting this honor is his great work through many years in connection with the Danish Summer Research Department where a large number of senior and junior researchers from a large number of countries in Europe, Asia, and the USA met in Gilleleje for two weeks each summer in the years 1990-92. Lauge Stetting's reason for establishing the summer school was two-sided. On the one hand he wanted to create a platform for strengthening the international dimension of the education of Ph.D. students, and on the other hand he wanted to set up research networks between senior and junior researchers from different countries. The overall theme of the summer schools was the business economic consequences of European integration.

Driving Force behind Other Internationalization Initiatives

Lauge Stetting was also commended for his role in a number of other initiatives which have helped further the internationalization process at both the CBS and at other Nordic business schools. In his speech, professor Arthur Stonehill mentioned ia:

- A Nordic Ph.D. seminar which is still held each year;
- The CBS's leading position in Denmark as participant in a number of networks for student exchange programs like CEMS, PIM and APIM;
- The creation of the two English M.Sc. lines, the International Business Line, and the International Marketing and Management Line;
- The creation of the B.Sc. in International Business;
- The effort to attract foreign visiting professors and foreigners in regular positions at the CBS.

Therefore Arthur Stonehill's conclusion was that Lauge Stetting has been an extremely competent and visionary Dean and Head of Department, and that he therefore to a very large extent meets the requirements of the title International Dean of the Year.

LAUGE STETTING THANKING FOR HIS APPOINTMENT AS INTERNATIONAL DEAN OF THE YEAR.

PROFESSOR ARTHUR STONEHILL, A FREQUENT AND HIGHLY ESTIMATED VISITOR AT THE BUSINESS SCHOOL, WAS PROUD TO CONGRATULATE LAUGE STETTING WITH THE HONORARY TITLE OF INTERNATIONAL DEAN OF THE YEAR.



RESEARCH PROJECTS

REPORTS

The Learning University by President Finn Junge-Jensen 2-4
Educational Development by Chairmann Niels Kjeldsen 5

NETWORKING

Closer CEMS cooperation 8-9
Hosting the Annual PIM Meeting 10-11
The Pilot has Left the Bridge- Portrait of a Constructive Fighter 12-13

RESEARCH PROJECTS

New Departments: Department of Informatics
and Management Accounting 16
- Information as a Management Tool
Department of Management, Politics and Philosophy 17
- Holistic View of Management
Department of Logistics and Transport 18
- Logistics Create Coherence
International Monetary Policy 19
Craftsman Culture and High-Tech 20
Mapping of HRM in Europe 21-22
Research Evaluation with Positive Prospects 22-23
Multimedia System for International Cooperation 24-25
Cooperations' Perception of Quality Revealed 26
Economics and Environment Management
- an Inter-disciplinary Cooperation 27
The CBS increases Focus on Eastern Asia 28-29
Eastern Europe Coming Closer 30-31
Knowledge of the Past Vital for Planning the Future 32-33
New Projects at the Faculty of Modern Languages 34-35

EDUCATIONAL PROGRAMS

International Field Studies 38
Increased Cooperation with the Danish School of Art and Design 39
Students Win International Prizes 40-41
B.Sc.IB - Not just an English Translation of the HA (B.Sc.) 42-43
MBAs Strengthen Corporate Management 44-45
First MPA Degrees Awarded in Denmark 46-47
The CCE - The Center of Rotation between the CBS and
the Surrounding Community 48-49
Philosophy/Business Economics Study Program Offered in 1996 50

MISCELLANEOUS

Initiator of European Graduate Recruitment Service 54-55
The New Business School 56-57
Books on Change 58-59

KEY FIGURES

Statistics 62-72
Addresses 72-73
Credits 74

Information as a Management Tool

Abstract: By taking over the computer science staff from the closed-down Department of Computer and Systems Science, the Institute of Informatics and Management Accounting has strengthened its profile and got the opportunity of a higher degree of synergy between the research areas covered by the Department.

Information as Management Tool

The 12-year old Department of Informatics and Management Accounting (IIØ) integrates discipline areas like analysis, design, application and understanding of information technology and management accounting systems and their importance to corporations and employees.

"In larger corporations and organizations it is common to find that information technology and management accounting are closely linked as a sub-division of either one or the other of the two functions. They are two sides to the same thing, and it would be good if they were more closely connected. It is natural for the IIØ to be the researching counterpart to these divisions", says the Head of the Department, professor Søren Lauesen.

Informatics and Management Accounting are not only closely linked in practice, but also in theory. They both deal with the production and the use of information. The Department works on the basis of a broad conception of the area: The

influence of information, of people, and organizations; the operational, tactical and strategic use of systems; systems developed by the corporation itself and supplied from external sources; technology in administration, production and products.

Trinomial Research

The research activities of the Department can be divided into the following three parts:

Design: Planning, development and implementation of information technology and management accounting systems, including the design of organizational change.

Evaluation: Evaluation of existing information technology and management accounting systems and their consequences to organization and survival.

Control: Control of information technology and management accounting divisions and their interaction with the rest of the corporation.

Broad Array of Projects

The Department is working on a broad array of research projects within very diverse areas of action, eg:

- Methods for improved systems development, improved interaction between humans and machines, and improved customer and market adaptation.
- Best Practice within computer organization and in connection with quality assurance.

- Implementation of standard management accounting systems.
- Possibilities and barriers in the transfer of technology.
- Development of multi-media systems.
- Flexibility, management accounting and technology.
- Management Accounting and technology control in the public sector.

Some of these projects have international participation, and it is generally characteristic of the IIØ that the researchers have broad international networks and are recognized for their competence. The Department holds frequent in-house meetings or meets abroad at research seminars.

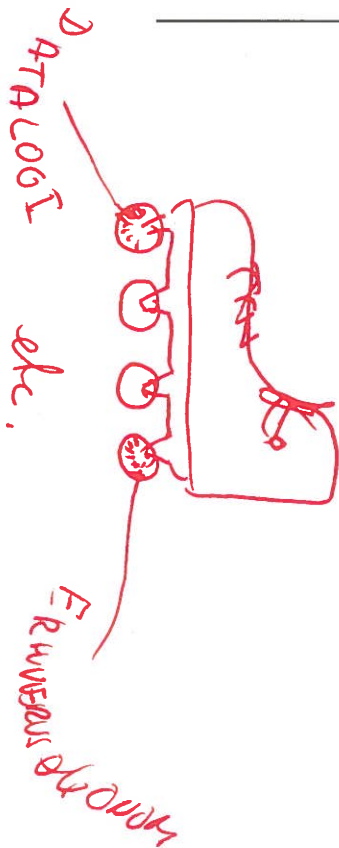
Practically all the research action areas are integrated in the study programs at the CBS. Apart from individual subjects, the Department is involved in the teaching at the HD Part II program in Informatics and Management Accounting and in the Business Administration and Computer Science program.

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Holistic View of Management



THE NEWLY ESTABLISHED
INSTITUTE OF MANAGEMENT,
POLITICS AND PHILOSOPHY
UNITS POLITICAL, CULTURAL
AND PHILOSOPHICAL ISSUES
ON MANAGEMENT PRINCIPLES.



Abstract:
Together with the initiative group from the Center for Innovation and Entrepreneurship, the group of philosophers from the former Department of Computer and Systems Sciences (DASY) and representatives of the political area, the Department of Business Economics and Management has set up the new Department of Management, Politics and Philosophy (LPPF).

The Department of Management, Politics and Philosophy (LPPF) was set up in 1995 by adding to the second oldest Institute of the CBS yet another unique professional profile, also in an international context.

Under the leadership of professor Erik Johnsen the existing Department of Business Economics and Management, which was originally called the Department of Business Economics, has gained a strong posi-

tion by linking business economic theory with concept formation concerning the management process. This primarily internal orientation is now being expanded outwards towards developments in the society.

"The new department has been given a turn towards the interaction between the internal processes and the society surrounding the corporation," explains the Head of the Department, the Swedish professor Per-Olof Berg.

This has been done by adding three researcher groups to the department: The Initiator Group, which is primarily concerned with innovation and new establishments; a group of philosophers from the former DASY, the Department of Computer and Systems Science, who are primarily concerned with corporate mission statements and the legitimization of the management; and a group from COS, the Center of Public

Organization and Management, which is concerned with leadership in the public sector.

Mission Statement

"If you want to understand the principles of leadership and the interaction between the corporation and its surroundings, you will - apart from the strictly commercial aspects - also have to look at the political, cultural, and ideological aspects," P.-O. Berg points out.

The whole idea is that the Department will handle the research and teaching at the CBS within the management area on the basis of four columns:

- Strategic management, where the research of the Department is primarily concerned with strategic learning and change processes as well as management of professional service organizations.
- Innovation management and entrepreneurship with a particular interest in research in the early stages of creative project sequences.
- Politics in the corporate perspective, where the Department will be interested in both the grey zone between the public and the private sectors and also in how the changing politi-

cal structures affect the conditions for corporate strategy and management.

- Philosophy and theory of science as the basis for the research of the Department within corporate ethics, environmental management and technology/communication philosophy.

On the education side, the new Department is already taking up a central position in a number of educational programs.

The Department administers the two M.Sc. lines the SOL (Strategy, Organization and Leadership) and the IMM (International Marketing and Management), just as the Department is strongly involved in two other lines: the M.Sc. in Human Resource Management and the M.Sc. in Logistics and Innovation. Furthermore, the administrative functions of the MPA program are located in this Department, just as there are close links to the MPA program as such.

Finally, the Department is developing a new philosophical/economic line of studies called FLØK with the special area of B.Sc.(phil.) in philosophy and business economics, which is offered to the students in the fall semester of 1996.

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Logistics Create Coherence

Abstract:

An interdisciplinary integration of research and education responsibilities in the former TTR: Traffic, Tourism and Regional Economics is marked through its change of name to ILT: Department of Logistics and Transport.

Behind the change of the former TTR - the Department of Traffic, Tourism and Regional Economics into ILT, the Department of Logistics and Transport, lie several years of dedicated efforts.

Whereas the individual professional areas used to function very independently, determined by the interests and personal development of the individual researchers, an in-house debate has now clarified the common, professional core areas with a view to integrating the work and defining a clearcut departmental profile.

In this work, the concept of Logistics has been given a central position. Logistics are not merely seen as the control of the physical flows through a value chain, but more as the subordinate interplay between economics, organization and technology in the individual corporation, in a network, or within a region.

The Department has employees with diverse professional backgrounds: engineers, sociologists, geographers, CBS graduates in economics etc. This diversity can now be integrated in the solution of important problems in both research and teaching.

"It has been a long and hard development process which we took the initiative to because we wanted to create an integrated, professional environment," the Head of the ILT, associate professor Lanni Füssel, points out.

Research Strength

The research activities of the ILT have their strength within four core areas: Logistics, Transport, Environment and Tourism.

Corporate logistics are being developed as a business economic discipline focused on control systems for production and materials and their functions and consequences to individuals, corporations and society.

This is naturally linked with research activities in the connections between transport and production which are going on within the framework of the research project PROTEUS, Production systems, Transport and Viable Mobility. This is a three year research program financed by the Danish Transportation Board and the CBS with the aim of increasing our understanding of the consequences to the economy and the environment of the interplay between production and trans-



HEAD OF THE INSTITUTE, LANNI FÜSSEL, - CENTRE RIGHT - HAS WANTED TO CREATE AN INTEGRATED ENVIRONMENT FOR ALL COLLEAGUES IN THE NEW INSTITUTE.

port, i.e. just-in-time systems, network cooperation and regional development.

The environmental research activities of ILT focus on how corporations meet the requirements regarding implementation of environmental improvements. Particular emphasis is placed on the analysis of inter-organizational relations (between customers and suppliers).

Finally the tourist trade is analyzed as a production system based on theories on networks and local bases.

New Study Programs

Together with the Department of Management, Politics and Philosophy, the ILT is responsible for the M.Sc. line of Logistics and Innovation which deals with the production system and its relevance to the corporation and its relations.

Also, the ILT is responsible for the HD program in Logistics which qualifies students to take on managerial positions within purchases, production and inventory control and transport.

Finally, the Danish Ministry of Education has been appointed the ILT prime mover of the development of a new HD line within the areas of environment management and environment auditing. This line is being developed in cooperation with the Copenhagen College of Engineering (IKT) and will presumably be offered from September, 1996.

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New Professor

International Monetary Policy

Abstract:

In the summer of 1995, professor Michael M. Hutchison from the University of California, Santa Cruz, came to the CBS Department of International Economics and Management to take up a chair as professor in international fiscal and monetary policy.

Economics are an integrated part of a number of study programs and the research environments of several departments at the CBS. This, in combination with the special opportunities for following the development of the European economy with Denmark as observation post, enticed an American economist to come to Copenhagen.

"It is fascinating to be in Europe just now where I can follow the monetary integration process at close range," says Michael M. Hutchison.

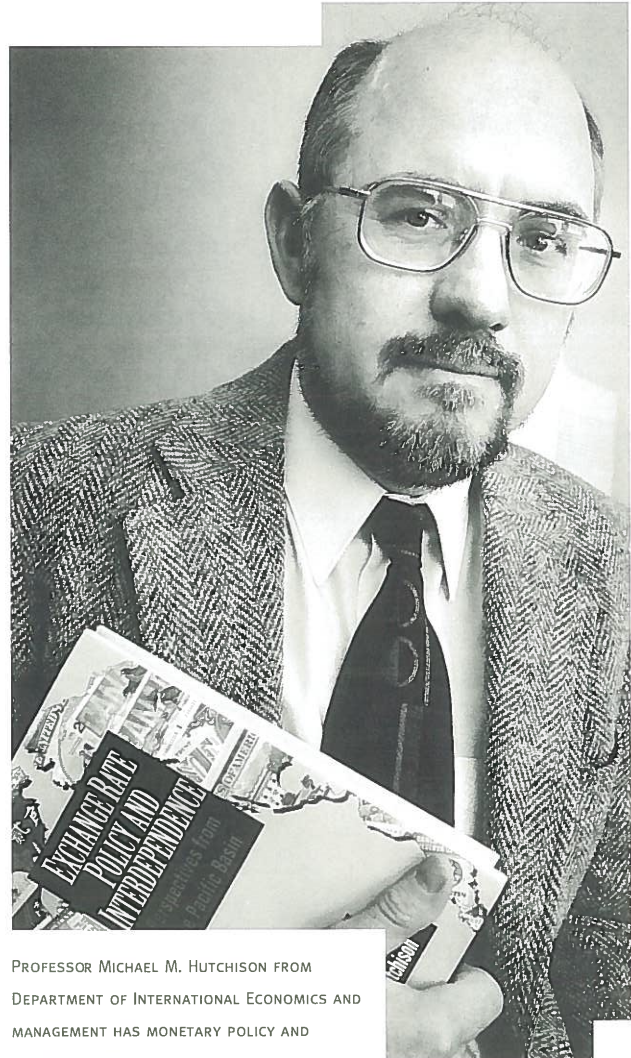
Dr Hutchison is not a visiting professor but a regular member of the academic staff of the Department of International Economics and Management. In his capacity of professor in international fiscal and monetary policy he is obliged to participate in the development and administration of the Department, apart from undertaking his own research and teaching activities.

He is a member of the EPRU, the Economic Policy Research Unit, which is a center located at the CBS Department of Economics. This brings him into

contact with a researcher network and enables participation in seminars and workshops with interesting, international participants, which again keeps him in close contact with the trends in economic research.

Professor Hutchison's research is particularly concentrated on monetary policy and the effect of the interplay between the monetary policy institutions and government policy on exchange rates and monetary flows. Last year he published the book *"Exchange Rate Policy and Interdependence"*; he is now finishing another book about political economy based on a study of Japanese monetary policy. *"I have worked a lot with Japan. This is useful now that we are planning to establish an Asian/Pacific Center at the Department,"* says Michael Hutchison.

Till now Michael Hutchison has only participated briefly in the teaching activities of the Department, particularly at the English line B.Sc. International Business. Here, traditional economics are treated in close relation to business economics,



PROFESSOR MICHAEL M. HUTCHISON FROM DEPARTMENT OF INTERNATIONAL ECONOMICS AND MANAGEMENT HAS MONETARY POLICY AND POLITICAL ECONOMY AS HIS MAIN RESEARCH AREAS.

culture and management. He particularly aims at providing the students with an understanding of the tools of monetary policy and the methods a corporation may use to protect itself from fluctuations in currency markets.

Michael Hutchison's wife is Swedish, and he has previously visited the universities in Lund and Gothenburg. His wish to settle in Scandinavia led to his choosing a home in Malmö, Sweden, combined with a professorship attached to the metropolis of Copenhagen and the research environment at the CBS.

"I see this Department as a most important resource. And furthermore there are a number of other institutions and openings for professional contacts in an exciting environment," says Michael Hutchison.

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Craftsman Culture and

Abstract:

Associate Professor Peter Karnøe's research into the factors that have contributed to the international success of the Danish windmill industry attracted international attention, and in August 1995 resulted in the Best Paper Award at a conference arranged by the American Academy of Management.

It all began with a profound interest in the modern Danish windmill industry. In 1991, Peter Karnøe - who has been attached to the Department of Organization and Industrial Sociology since 1990 - was awarded the Tietgen Prize Award for his Ph.D. dissertation regarding the Danish windmill industry. This dissertation is the first attempt at a deeper understanding of the driving forces and development forms that have been characteristic of the technological development within the area of windmill construction through almost 100 years.

Practical Competence Development Underestimated

Based on a comparison between the Danish and the American windmill industries Peter Karnøe has continued his research of how knowledge and competence are formed and developed.

"I asked myself how it could be that the Danish windmill industry, which is based on a practi-

cal craftsmanship and engineering culture, was able to obtain better results than the American industry with its high-tech oriented engineers".

Like many other researchers, politicians, etc, Peter Karnøe used to hold the opinion that scientific research is a decisive factor for the formation of technological knowledge. But recent research has in fact shown that the importance of practical competence development has been underestimated. This more or less means an end to the notion that technology is some sort of applied science.

Theory + Practice = Synergy Effect

Fortunately the practice-oriented approach was 'hibernating' in Jutland, where the windmill industry has become market leader in a rapidly expanding international market.

The success of the windmill industry is to a very large extent based on non-realized potential in the unique inter-

action between skilled workers and practice-oriented engineers, particularly engineers from the Danish Colleges of Engineering. Peter Karnøe does not romanticize the craftsman culture, and he points out that during the past 15 years experience-based work has undergone comprehensive technological development. The Risø National Laboratory has played a central role and has contributed to securing a good interplay between theory and practice.

Deviation from Traditional Economic Thinking

The research in the selection of technologies and in organizational structures and work procedures has to a large extent been characterized by traditional economic thinking. But we should to a far larger extent pay attention to the institutional and sociological factors that affect the actions of the participants. It is eg impossible to understand the development of the windmill industry if there is no general perception of the roles of the various participants.

"Competence development is not merely the result of technical conditions. It is the result of technological teaching and learning processes which are again determined by the social and cultural conditions under which the participants are interacting. Therefore the difference between the Danish and the American way of developing windmills is attached to very different technology development cultures. This difference relates to the way in which the education and re-

search institutions function in the two countries. In Denmark we have preserved the vocational educations, and the strength of many Danish corporations is based on a close interaction between skilled workers and engineers. In the USA, vocational training is practically unknown; here the interaction is based on the relation between engineers and non-skilled workers. This has led to a different development".

Peter Karnøe believes that there is a large need for analyses of the ways in which Danish corporations act. The basis of this should not be universal, ideal models but investigations of our own industrial strengths.

Best Paper Award Led to New Contacts

The Award resulted in support for a research project involving the American professor Raghu Garud. For the next Academy of Management, a symposium is being planned entitled **"Knowledge: The Foundation of Intellectual Capitalism"**.

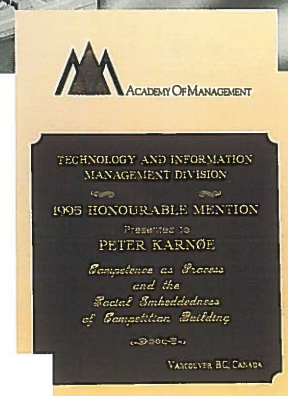
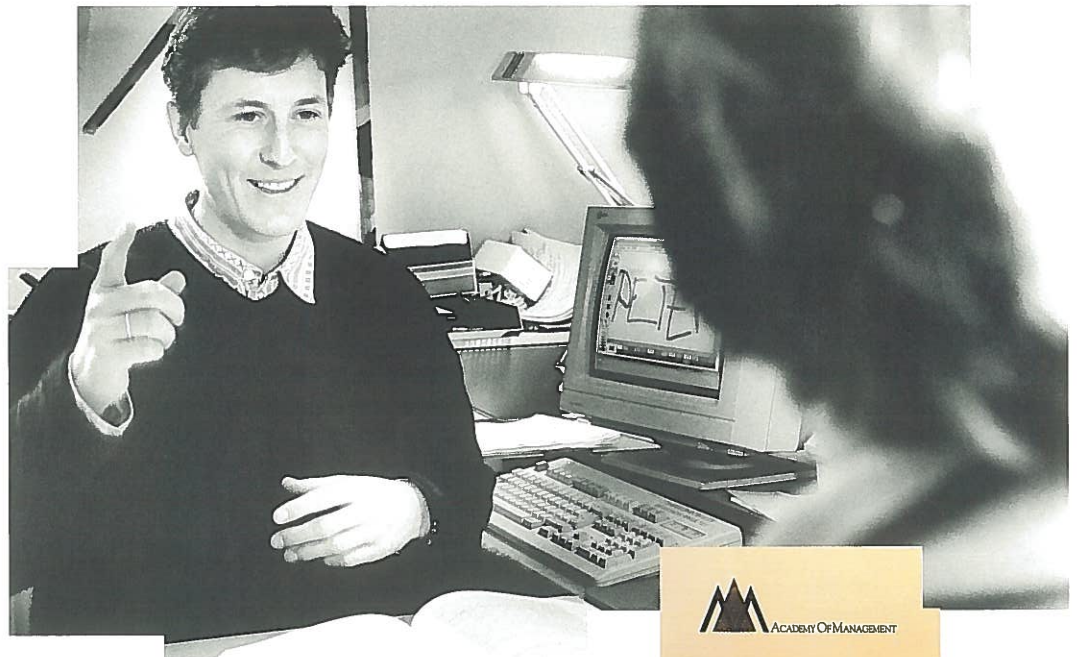
Furthermore the Award has strengthened Peter Karnøe's networking possibilities and led to invitations to contribute to journals.

"The Award gives that extra good-will which means that in my cooperation with old and new colleagues I can allow myself to "think aloud" and feel my way ahead in the clarification process. And I will probably need it. However, life is not all research and teaching for me. Part of the year I intend to take a parental leave and spend time with my two daughters of 4 and 6 years".

High-Tech

Best Paper Award from the Academy of Management

21



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ASSOCIATE PROFESSOR PETER KARNØE, WHO WON A PRIZE FOR BEST PAPER IN 1995, IS DOING RESEARCH ON COMPETENCE DEVELOPMENT.

Research Evaluation

Abstract:

Since 1994, consecutive evaluations have been made of the research at the Departments under the Faculty of Economics.

The last evaluations are expected to take place during 1996. With the evaluations which are carried out in cooperation with external evaluators, the Faculty has been given a valuable tool to secure continued quality development.

The Faculty of Economics houses a total of 12 Departments. With the evaluation of the research at five Departments in 1995, only four are left before the most comprehensive study ever of the research at the Faculty is complete.

Advantages to Both Department and Faculty

The Faculty decided to implement the comprehensive research evaluation as part of its long-term research policy plan. There was a wish to develop research competence through dialog-based evaluations made in cooperation with external evaluators.

"We wish to secure that our research in constantly developing and that it has the required high quality that the surrounding community requires. We are therefore aiming at a target-oriented development. Dialog-based evaluations are a means to start a positive development", says

Gert Bechlund, Dean of the Faculty of Economics. The Chair of the reference group, professor Jan Mouritsen from the Department of Informatics and Management Accounting believes that the evaluation makes it possible for the Faculty to determine how and in what direction to steer the research activities at the Faculty. *"The evaluations increase the level of knowledge of the Faculty. We are actually conceptualizing the activities. But the process should also be seen as a tool to enable us to help ourselves. It is also in the interest of the Departments that they are being presented with an independent evaluation of both their stronger and their weaker points. It has already started a number of processes in the individual environments".*

Improved Readiness

The timing of the implementation of the ambitious evaluation project appears to have

been fine. The Danish Council for Research Policy is just finishing a major evaluation of economic research in Denmark. Next time, the Council's focus will be on the business economic research area.

"Our own evaluations strengthen the readiness of our Departments, both internally and externally. It has made it possible for them to get used to the process, time to prepare a strategy for their own areas, and expertise in making changes. This will all come in handy at the next evaluations where it can be expected that they will have to face an "interrogation" of up to three hours by the Council evaluators. In our own evaluations they did in fact have three days at their disposal", Jan Mouritsen points out.

Other Benefits from Evaluations

Jan Mouritsen has had the experience that the Departments that have so far participated in the evaluations have been quite pleased with it. This attitude is confirmed by a survey of the three departments evaluated in 1994.

"They take a very active stand to the reports about them. The report is used as a stepping-stone in their daily work. It is suitable in situations where it is used not just as an "inventory" but also as a manifestation of the stronger and weaker points and development potential of the individual department".

With these reports, the Faculty has been given a tool to start a discussion of what research strategy actually is.

Benchmarking

The individual researchers find it important that the evaluation report specifies and discusses the research going on at the departments. Its comments on the very quality of the research at the department is considered very important.

"We look at the department as a whole. General comparisons with other environments are the most effective. Interesting, concrete recommendations are clearly less important than a good story. There is a general desire to benchmark with other environments", Jan Mouritsen believes.

Selection of Evaluators Important

Before the process began, the Faculty decided on the model that each department would submit to the reference group a gross list of possible evaluators. The requirement was that they would have to be from one of the other Nordic countries, be able to understand Danish, be professionally competent and be able to grasp the whole evaluation process. The reference group will then select the evaluators when the Chair has ascertained from other Nordic research environments that the list contains the most competent names.

"People are of course curious and they would like to know what their peers think of the future themes and organization of their profession. There is among the evaluators a high degree of understanding of what this is all about. They are constructive and want to make their contribution to the process by making the departments able to help them-

with Positive Prospects

23



PROFESSOR JAN MOURITSEN ESTIMATES THAT THE RECENTLY COMPLETED RESEARCH EVALUATION OF THE FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION HAS GIVEN BOTH THE FACULTY AND THE INSTITUTES A GOOD STARTING POINT FOR FURTHER GOAL-ORIENTED DEVELOPMENT.

selves. It is the process itself that is important. We do not need quantitative surveys", Jan Mouritsen underlines.

It is also the responsibility of the reference group to see to the formalities in connection with the evaluation, eg that the evaluators actually submit a report. The group holds meetings with the departments in connection with their self-evaluation. Research classification is among the topics discussed. In principle, the group will have no say in what the departments write. Experience shows that the evaluators will always be able to spot the weaknesses in the self-evaluation and will be back for more information.

Experience from the 1995 Process

Professor and Head of the Department of Informatics and Management Accounting, **Søren Lauesen**, believes that the report about his own department provides a fine impression of strengths and weaknesses.

"It is a very fair report. We were surprised to see how briefly and yet precisely the report describes the central problems of our department. We are now working on a solution of the most imminent problems whereas others are part of our goal in the longer term".

Associate professor and Head of the Department of International Economics and Management, **Poul Schultz** believes that the report about his department contained many good points and focused on very basic problems - eg the priority given to research and teaching/administration, recruitment of Ph.D. students and the research profile as such.

The Head of the Department of Finance, professor Niels Chr. Nielsen, believes that the report coincides in the most significant areas with the department's own assumptions of strengths, weaknesses and development potential.

"The report does not give us reason to change our strategy, but it is an extremely good background for an intensified effort to reach some of our strategic goals, primarily increased internationalization of the research activities at the department".

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Multimedia System for International Cooperation

Abstract:

A number of researchers from several fields from six countries cooperate in a two-year research project on the development of a unique multimedia system for network cooperation.

The Department of Information Technology and Management Accounting (the IIØ) houses the manicoral (Multimedia And Network In Cooperative Research And Learning) which is an international research and development project with great prospects for network-based cooperation. The system is being developed by ten partners in six countries. The purpose is to enable groups of specialists all over Europe to hold meetings and to cooperate on concrete research projects on screen.

The project is inter-scientific, and the participants are researchers from within the humanities, social science, natural science and technology.

"The development shows that it is impossible to design and develop a system without thorough knowledge of its users, their work and the organizations where the system is to be implemented", says the initiator and coordinator of the project, associate professor Janni Nielsen from the IIØ.

To the technicians, technology is both a toy and the subject of their work. They design and develop from a technological angle. To the users, technology is a tool they need to have available to support them in their work. They do not focus on technology as such.

Better Interaction between Humans and Technology

The project is unique in both Danish and international research. Not least because the initiative comes from humanistic researchers and developers.

"We Scandinavians have a long tradition for including the users of technology and to include humanistic and social aspects in the design and implementation process. This trend is now penetrating into the international scene in the so called Human-Computer Interaction environments", says Janni Nielsen.

In manicoral the users are a group of geophysicists who are located all over Europe who want to expand and upgrade their climate research cooperation.

The humanists in the project have undertaken ethnographic field studies in various European research environments. They have mapped cooperation and communication cultures within the European climate research group, i.e. the use of e-mail, mail, phone calls, interaction at meetings, use of visualization systems etc. This empirical mapping forms the background for the formulation of the requirements in a system which not only permits direct conversation via electronic networks but which is also aimed at implementing creative visualizations of the geophysical data.

New Forms of Expression Create New Insight

On the basis of the mappings of the research culture of the geophysicists made by the humanists, a number of computer experts will develop a prototype to support the cooperation, a Computer Supported Collaborative Work System (CSCW). The system will be designed as a "common electronic desk" at which all the researchers involved may work at the same time. It will be possible for the researchers to show, cut and edit live photos.

Large parts of the geophysical data cannot be seen with the naked eye but may be registered via instruments which will then transfer them to visible data. With the visualization, new forms of expression and communication possibilities are created. They may open up for other scientific insight that what is solely based on endless printouts of columns of figures and graphs.

Geophysicists need to be able to visualize their data, e.g. data showing the temperature of the seas, sea currents and winds over periods of ten years or the measuring of heights over the Greenland ice cap with a view to simulating glacial age periods. This will lead to new knowledge about the development of the glacial ages. *"But at the same time the existing geophysical paradigms will be questioned due to the influence technology will have on science. For when everything can be visualized, the question will arise whether visualization is the truth. And here the humanistic knowledge of how humans observe, process and realize is vital in the attempt to qualify the visual transformations. It is easy to be manipulated by images, but it would be fatal to scientific realization",* Janni Nielsen points out.

ASSOCIATE PROFESSOR JANNI NIELSEN IS COORDINATOR OF THE COMPREHENSIVE MANICORAL PROJECT SPONSORED BY THE EU 4TH OUTLINE PROGRAMME. ONE OF THE AIMS OF THE PROJECT IS TO STRENGTHEN THE INTERPLAY BETWEEN MAN AND TECHNOLOGY.

25



May Qualify the Dialog

Although the project is on the face of it developing a system for a limited group of users, the system may in principle be used by other groups who wish to cooperate over geographical distances. The possibility of visualizing and to work interactively with data can be used by economists or marketing experts in branches of transnational conglomerates, in small or medium-sized corporations in network cooperation or for teaching assignments.

"The type of systems that is usually used to support group cooperation is primarily aimed at joint decisions. But the decision is the smallest and fastest part of a

cooperation. The most important thing is to be able to present observations and points of view, to inspire each other, to reflect, discuss and add new dimensions - before decisions are made. This is the kind of open system we are developing", says Janni Nielsen.

Subsidized by the 4th EU Framework Program

At first DKK 13m has been granted to the project from the 4th EU Framework Program for Technological Development. After a period of two years, a tested CSCW prototype must be ready including visualization software. If the prototype is considered suitable it will be further developed and tested intensively for the next two years by geophysicists as well as

other groups of professionals. In the longer term, the EU has a vision that this tool may be valuable for the many small and medium-sized corporations that are so characteristic of European business. This perspective is also of interest to the CBS.

"Although few small and medium-sized corporations feel any great need today, the intensifying competition is expected to necessitate a cooperation on a European level. And when particularly the small, knowledge intensive corporations enter the European market they will need to be able to communicate in an open dialog with others, and that is precisely what our system will offer them", Janni Nielsen ends.



manicoral

Multimedia and network in cooperative research and learning

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Corporations'

Perception of Quality Revealed



RESEARCH DONE BY ASSOCIATE PROFESSOR PETER NEERGAARD SHOWS THAT EVEN THOUGH DANISH COMPANIES ARE EXTREMELY AWARE OF THE IMPORTANCE OF WORKING WITH QUALITY, THE GOOD INTENTIONS ARE NOT EVERYWHERE FULLY CONVERTED INTO PRACTICE.

Abstract:
A survey made by associate professor Peter Neergaard covering a number of Danish corporations shows that most of them are working consciously with quality development.

In 1995, associate professor Peter Neergaard from the Department of Information Technology and Management Accounting carried out a survey of 270 randomly selected Danish corporations' work in connection with quality. The purpose is to reveal the extent to which the corporations include the quality concept in their daily work, how this work is organized, and what results have come out of it so far.

The main conclusion of the survey is that the corporations are indeed heading towards increased awareness about the importance of quality work, but on the other hand it is still difficult for them to realize their intentions.

"It is difficult for them to both set targets and to incorporate quality as an integrated part of the strategic planning of the corporation. This may be due to the fact that quality work stems from the production function which is managed by technicians. It is therefore to a very large extent these members of the staff who set the agenda for the work", says Peter Neergaard.

Senior Management Should Gear the Organization to Quality Management

The involvement and dedication of the senior management is extremely important in order to reach the required results in connection with quality work, says Peter Neergaard. This is where all initiatives should be taken as part of the strategic process, just as it is the senior management who should monitor the development to

secure that the quality discussion is at all times present. In real life, this is not always the case, though.

"That may be because the senior management has a great many other tasks to handle. Therefore they fail to give sufficient priority to quality work. And this means that the process stops further down in the system. The management should be aware of its responsibility and continue its efforts to manage the quality, make sure that all employees are involved, and in general make sure that the organization at no time becomes static", Peter Neergaard claims.

Certification Not Enough

According to Peter Neergaard, certification - in practice almost always an ISO certification - is only the first step in the quality management process. Surprisingly enough, corporations with a certification do not estimate that their competitive position is being strengthened through the certification. Today almost 1,200 Danish corporations have obtained certification which ranks Denmark as No. 4 in Europe.

"But it leads to problems if the corporations stop here. For in principle the certification is only a documentation of a quality procedure. The corporation should use it as a steppingstone to continue the process. Bureaucratization of the quality work through eg a certification often means that new signals within the area of quality are not perceived".

Can the Danish Experience Be Used Elsewhere?

Danish corporations have a very long tradition of quality and design. In this area we are far ahead of many other countries. In order to maintain our lead, it is important to continue the discussion of what quality really is. Peter Neergaard believes that we should stop focusing merely on the technical definition of quality and to a larger extent look at the customers' perception of quality.

"Therefore other professional groups than the technical ones should have a greater influence on the quality discussion within the corporation. Both designers and marketing staff will have to participate in the interaction with the customers which is required in order to create a quality culture. All employees must feel a certain responsibility in this respect. And here the Total Quality Management concept and Benchmarking may be used with success in the quality management process of the corporation", Peter Neergaard concludes.

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Mapping of HRM in Europe

Abstract:

The CBS is involved in a large-scale research project aimed at mapping Human Resource Management (HRM) in almost 20 countries. The project will shed light on the HRM policy and practices of private and public corporations.

In 1988 a pilot project was initiated to map HRM in Europe. Until that time, HRM research had been dominated by American research, but European researchers estimated that there was a need for drawing a European map showing similarities and differences between the countries in order to draw a European HRM profile.

Same Questionnaire for All Countries

In each of the participating countries, a questionnaire survey was conducted among private and public corporations with more than 200 employees. Since the Danish business structure is characterized by a large number of small corporations, data was also collected from corporations with 100-200 employees.

The questionnaire which is typically filled in by the person responsible for personnel, eg the personnel manager, is identical for all countries to ensure that results are comparable. The questionnaires cover various aspects of the HRM universe, eg attraction, maintenance, development and downsizing of human resources. In each country a research institution is in charge of collection and analysis of the mate-

rial. In Denmark, it is the CBS Department of Organization and Industrial Sociology (the IOA) where associate professor Henrik Holt Larsen is in charge of the work in his capacity as project manager. The IOA is cooperating with the Danish Management Forum, which is a trade organization for personnel managers, and with Price Waterhouse which was one of the initiators of the original project.

Denmark Different in a Number of Ways

According to Henrik Holt Larsen, the survey shows that a decentralization of personnel responsibilities to the hands of line managers is taking place.

"Denmark is leading this development. The personnel department will to an increasing degree be taking on an initiating and coordinating role whereas the hands-on personnel management will be vested in the individual department managers".

Another significant result is the documentation of increasing flexibility in the labor market. Temporary employment, geographical flexibility and distance work are all on the increase. But here Denmark is definitely at the lower end of the scale.

The survey also substantiates that there are great difficulties involved in the professional systematizing of the efforts within HRM.

"Also here Denmark is at the lower end of the scale, for Danish corporations make decisions regarding eg education, manage-

ment training and recruitment on a relatively slender basis. In fact, many corporations are not aware how many resources they spend on education. Nor are they good at measuring whether education initiatives have the expected effect", Henrik Holt Larsen concludes.

Danish corporations are also having problems coordinating their HRM efforts with the superordinate strategy of the corporation. It is vital that the HRM strategy supports the development of the corporation, but it requires that the people in charge of HRM are members of the management team. And this is the case in very few corporations.

New Initiatives Secure Improved Application of Project Data

Australia and New Zealand have recently joined the HRM project, and there are efforts to get the USA and Japan to join, too. At the same time, researchers are endeavoring to create new frameworks for exploiting the collected data in research and teaching. As an example, six of the participating countries, including Denmark, have established a EuroMaster program in Human Resource Management; this program will be launched in April, 1996.

"The aim is to give HRM students the possibility of participating in teaching and project work abroad. In Denmark, this offer is primarily aimed at the M.Sc. students at our HRM line", Henrik Holt Larsen ends.

27



ISS WORKS PROFESSIONALLY ON MAKING THEIR HRM STRATEGY SUPPORT THE GENERAL DEVELOPMENT OF THE CORPORATION.

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Economics

- an Interdisciplinary Cooperation

Abstract:

Nine departments cooperate on a new HD line in environment management and environment accounting. They also participate in an interdisciplinary project group aimed at coordinating environmental research within the many individual disciplines.

Already four years ago the Council of the Faculty of Economics selected the environment as an important action area. Now the various individual initiatives are brought together, both in the form of a newly developed HD line in environment management and environment accounting which will begin in the fall of 1996, and also through coordination and expansion of the environment-related research that is going on at the CBS.

"Experience from other countries shows that it is important to identify the environment as a focus area. But at the same time it is also important that research takes place within each of the many disciplines affected by this. Therefore we are not setting up a institute but a project group to coordinate the work," says associate professor Lanni Füssel from the Department of Logistics and Transport (ILT).

Lanni Füssel is project manager for the new HD line which has been developed in cooperation with the Copenhagen College of Engineering (IKT) and no less than nine different CBS institutes.

Apart from the ILT, the nine departments are the departments of Marketing Economics; Business Law; International Economics and Management; Economics; Organization and Industrial Sociology; Management, Politics and Philosophy; Accounting, Management Accounting and Auditing; Finance.

HD Environment

The environment has long been integrated in the classes, but not as a separate discipline.

During the past years this has resulted in the setting up of individual subjects like Environment Economics at B.Sc. level and Environment Management as an elective at M.Sc. level.

The aim of the new HD program in Environment Management and Environment Accounting is to give students an overview of the regulation of the environmental aspects of corporations and organizations as well as the societal consequences in that connection.

It will be a program with a high degree of student involvement, cases and project assignments.

Legal, economic, technological and societal subjects will be taken up individually and be coordinated in a thesis. It is being considered whether to establish classes as a combination of day and evening classes.

"Our ambition is to turn our HD graduates into environmental interpreters who can take the requirements made by external sources, analyze them and turn them into solutions within the organization," says associate professor Susse Georg who has found inspiration through her membership of the international network of environmental researchers and corporate managers, **"The Greening of Industry"**.

A Broad Field

The cooperation concerning the new HD line will now be expanded to a cooperation regarding research which has so far been characterized by individual projects. In September, 1995, the previous projects were mapped during a feature day on environmental research which was subsequently made to form the basis of the action plan which is now being realized.

The purpose of the action plan is to create a research environment with the particular CBS profile in environment management based on the research focus points at the Faculty.

Experience from other countries, particularly the USA and Canada where this research is at its most advanced stage, has convinced the development

group of the necessity of having a common basis in a unit of a sufficient size to offer a critical amount of activities and participants to the area.

New Power House

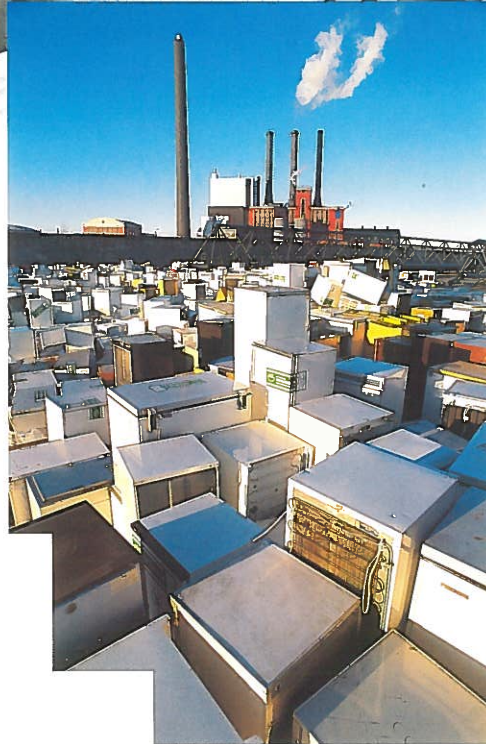
The nine institutes behind the new HD program participate in the project group which will have its secretariat at the ILT, and the Faculty Council recommends the creation of a full professorship.

What will particularly characterize the environmental research of the CBS is both user-oriented research in operational management tools for the various functions of the corporation and its general environment management systems, and also a more basic research in the interplay between environment, corporation and management.

"Our contacts with the business community shows that management is often quite uncertain. Managers are wondering what to do with environmental policies, what control systems to use, or how to organize efforts. But apart from this tool-oriented research there is also a demand for the more basic investigations of the consequences to the traditional business economic disciplines and concepts when environmental aspects are to be considered on an equal footing with economics," associate professor Lanni Füssel points out.

and Environment Management

29



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ASSOCIATE PROFESSORS LANNI FÜSSEL AND
SUSSE GEORG ARE KEY AGENTS IN THE WORK
TO CONSTRUCT A SPECIALISED ENVIRONMENT
RESEARCH UNIT AT CBS.

The CBS Increases Focus on



VIETNAM IS ONE OF THE FASTEST GROWING ECONOMIES IN EAST ASIA.

Abstract:

With the formation of an Asia Research Unit (ARU) in the fall of 1995, the CBS wants to give increased priority to research within an area which is attracting increased interest, not least from the business community.

These years the economic center of gravity of the world is moving from the Transatlantic area to the Pacific area. In all Eastern and Southeastern Asia there is economic growth of unseen dimensions. Japan was in the lead for many years, but now the other East Asian countries are also riding the economic tide. This means that the West has had to think twice about Asia. From being nations who were prevented from participating in developing dynamic capitalism due to their Confucian cultural background, the West is now beginning to see them as equal economic partners. In a few years from now we will realize that it is to an increasing extent the East Asian countries who set the global economic and commercial agenda. If the European business community is not to be overthrown in the longer run, it is of the utmost importance to give increased priority to research and teaching about the development in East and Southeastern Asia and to focus on the action the business community may take in relation to the dynamic development in that region.

In this connection the CBS has decided to make East and South eastern Asia one of its action areas for the coming years. The researchers who have their expertise within this field have

been placed together in the newly formed Asia Research Unit (ARU) which is located physically at the Department of International Economy and Management (the INT). So far, assistant professor Sam K. Stefensen and research assistant professor Verner Worm are attached to the ARU as the mainstays of the Unit. Other participants in the research cooperation are research associate professor Peter Wad and associate professor Henrik Schaumburg-Müller. The plan is to attract more highly qualified researchers to secure a constantly high standard.

Business Economic Conditions Given High Priority

The aim is that the ARU is to cover the entire East and South east Asian region where the most important countries remain Japan and China. With a view to research and teaching, an application and business-oriented approach will be used. The ARU will thus be able to fill a long-existing hole in the Danish Asian studies environments. By setting up the ARU the CBS has taken a significant initiative towards meeting not least the increased needs of the business community for qualified knowledge about particularly China and Japan, but also other countries in that region.

In general, the research of the ARU will focus on the development of theories and empirical analyses of international economics and international business economics in relation to Asia, eg the possibilities of European corporations to trade

and establish in these markets. The highest priority is given to business economic conditions in the region, eg macro-economic, political, social and cultural aspects which are directly aimed at international commercial activities.

Experts of Japan and China

Assistant professor Sam K. Stefensen is the ARU's expert on Japan. The general theme of this research is the social changes in Japan which rank from town planning and cooperation between the public and private sectors to the influence of information technology on the democratization process and political action.

Research assistant professor Verner Worm is particularly focused on Chinese topics, and in 1995 he was awarded the Ph.D. degree for his dissertation **"Nordic corporations in China: Culture-specific interaction relations in connection with Nordic corporations establishing in China"**.

His dissertation analyses cultural differences between Nordics and the Chinese. It describes how these differences influence the relationship between the two groups within the Nordic corporations that were active in China at the end of 1993.

"The most significant difference at the personal level is that the Chinese value the personal qualities of stationed Nordics highest, whereas the Nordic individual sees his or her function as a role where it should be the professional qualifications that are the most important", says Verner Worm.

This difference leads to a number of other differences, the most important of which are the importance of the personal network and the transferred meaning of "face". Both factors play an important part in China.

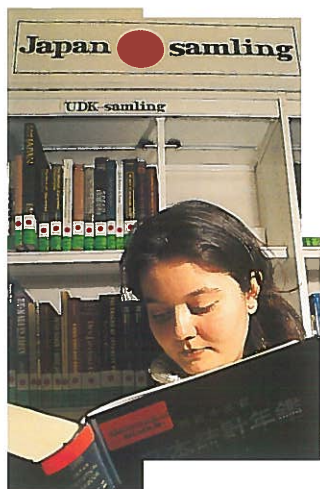
"Corporations must be aware of that when they plan the duration of a stationing. It takes time to build up a personal network, and such a network cannot automatically be transferred to the successor since the contacts are personal and not attached to the professional status", Verner Worm explains. He also points out that Nordic corporations should be more careful to increase the knowledge about China and the Chinese mentality of the employees stationed.

International Research Cooperation

But the ARU has many other projects going, and many more are on the drawing board. In cooperation with professor Rosalie Tung of the Simon Fraser University, the ARU has launched the project "Networking in Chinese Economic Society and Its Relevance to Foreign Firms' Financial Performance in China". This international cooperation means that the project will also comprise American and Far-Eastern corporations. A pilot project has already been completed in Hong Kong.

At present the ARU is also participating in a research project concerning the management of North-European corporations in China with a view to the stationing of employees as well as cooperation with the local leaders.

Eastern Asia



THE NEWLY ESTABLISHED JAPAN INFORMATION CENTER ALSO OFFERS ON-LINE ACCESS TO UPDATED DATABASES IN JAPAN.

And finally a project has been initiated with the title "Time of the Signs - Information, Industrial Economy, Multimedia Markets, and New Business Trends in Japan" in cooperation with research institutions and corporations in Japan.

Two further projects are being initiated: "Small and Medium-Sized Danish Corporations' Contractual Cooperation Forms in Asia" and "Corporate Trade Unions and Structural Change in Malaysia".

International Networks under Formation

As part of the research activities of the Unit, an international network of researchers in both Asia and the West is being formed. It is expected that the exchange of information and annual network conferences will yield a considerable synergy effect in the work of the participants, both as regards research topics and also geographical division. The ARU is also involved in other similar, international activities. It participates in eg the Nordic Centre at the Fudan University

in Shanghai and the CEMS Asia Task Force. Furthermore the ARU is represented in the ASEAN-EU Management Center which is a cooperation between universities in the ASEAN countries and the EU with regards to research and student exchange.

New Courses on the Way

Already now the ARU offers project counselling within all its research areas as well as teaching of elective subjects on the CBS M.Sc. and HD Foreign Trade programs. These options are currently being expanded.

The Japan Center Offers New Courses

The Japan Center has also become attached to the ARU as an externally oriented activity unit headed by Sam Steffensen. The center handles ia business-oriented translations, interpretation, counselling and courses.

In the spring of 1995, the Center - in cooperation with the CCE - Center for Continuing Education - held a three-months intensive course in Japanese for the Japan research fellows of the Danish Agency for Development of Industry and Trade. After the course, the five participants have continued their studies and a traineeship in Japan. The Japan Center manages the Danish Agency for Development of Industry and Trade fellowship scheme. Furthermore, the Center offers short, so-called "survival courses" in Japanese.

Formation of a Japanese Knowledge Center at the CBS

In cooperation with the Japanese Embassy in Copenhagen, the ARC has succeeded in forming an agreement with the Japan Center for Intercultural Communications (JCIC) in Tokyo. In this connection the CBS Library has been given the exclusive status of satellite center for the JCIC. This means ia that the recently established Japan Information Center (JIC) may obtain information about Japan directly from the JCIC data base in Tokyo and offer access to updated statistics.

An important element in both the external and the internal courses in Japanese is the computer-based, interactive learning process. Therefore a Japanese computer section has been installed in the Dalgas Have building where students and researchers may use Japanese word processing, study the Japanese language and look for information in Japanese via the internet.

The setting up of these facilities is of great importance to the plans of the CBS to function as a modern knowledge center for Japanese relations. These facilities form the basis of a dynamic study and research environment which shows promising signs for the future growth and profile strategy within this area.

First Bachelor Degrees at the Jap.Ec. Program

In the summer of 1995 the first students were awarded the B.Sc. in the integrated business economics-business language program with Japanese, the Jap.Ec. Most of them are continuing on the M.Sc. program whereas others are now putting their expertise at the disposal of the Danish business community. An important element in this study program is the writing of projects, and it was most satisfying to see the many well-structured exam projects made for Danish corporations with commercial interests in Japan and the rest of East Asia.

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Eastern Europe

Coming Closer

Abstract:

With the formation of the Center for East European Studies (CEES) at the end of 1995, the CBS took an important step towards gathering and strengthening the research and education efforts in Central and East European studies which have particularly been going on since the end of the 1980s.

During recent years Central and East European relations have enjoyed the increasing attention of researchers and students at the CBS. The great changes in Central and Eastern Europe in the wake of the fall of the Soviet state around 1990 are seen by many as one of the most significant events in the history of the world since World War II. Politicians, business executives and researchers from Western Europe and the institutions of the EU are all working to start an economic development in the area which offers immense potential. Also a tighter political and security cooperation with Western Europe is high on the agenda of the Central European and Baltic states.

Eastern Europe an Interesting Development Laboratory

The purpose of the CEES is to function as the umbrella over the many different research and education activities taking place all over the CBS in Central and East European pro-

blems. The Center is intended to initiate new activities by itself, not least within research.

"The development in Central and Eastern Europe holds a great many coherent processes which offer good development potential for the social sciences, and particularly the economically based research areas. These processes will continue for many years still. A deeper understanding of the processes will help those people within the area who are involved and also those Western corporations and organization who wish to develop their connections with the Central and East European countries", says the head of the Center associate professor Niels Mygind.

The CEES is still under construction. Apart from the head of the Center, associate professor Niels Mygind, two project assistants are attached who are undertaking research regarding the Baltic states, one Ph.D. student who is doing research regarding the development of organizations in Bulgarian corporations, one Russian visiting

fellow, and one secretary. Apart from that, teachers from other CBS institutes are attached to the Center to a varying extent. In the fall another associate professor will be employed at the Center, and there will be a visiting fellow from one of the Baltic states.

Research on an Interdisciplinary Basis

At the moment the CEES is primarily concentrating about continuing existing research projects and initiating new ones.

"The basis for our research activities is that they are interdisciplinary, since it is important with a cooperation between the research areas in order to be able to explain a development process like this one where the interaction between economics, politics, technology and culture is a determining factor", Niels Mygind estimates.

The Center is therefore also planning to contribute to the development of theories through analyses of the conditions involved when a society moves from planned to market economy and from dictatorship to democracy.

This also includes investigations of the relationship between the countries in Eastern and Western Europe, not least in view of the increasing degree of integration in Western Europe.

"Our research takes place at both a micro and a macro level. If we are to understand the business development in Eastern Europe, we must on the one hand have a profound knowledge of the development in society in general and on the other hand it is impossible to understand the development in society without analyzing it in relation to the problems that exist in connection with the restructuring of the corporations", Niels Mygind claims.

Education of 600 Russian Business Executives

The Center is cooperating with the CBS' CCE - Center for Continuing Education - in the joint Nordic St. Petersburg Project (NORLET); the other participants are three other Nordic business schools and seven Nordic transnational corporations, i.e. Danfoss. The project is aimed at educating 600 Russian business executives in the course of the coming three years. The business schools will supply modularized courses while the corporations offer the Russians internships. Niels Mygind has been appointed training director for the CBS and will head the development and administration of the Danish education offers. The first education package will begin in April, 1996.

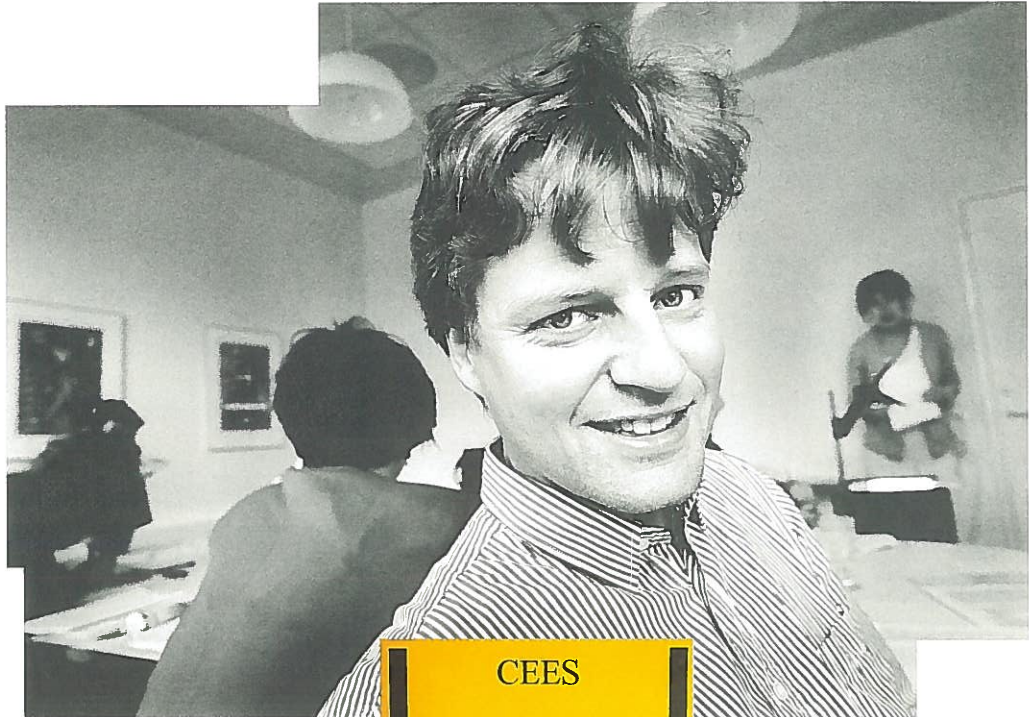
Employee Ownership in the Baltic States and Russia

The Baltic Project is Niels Mygind's main project. The project which has been going on for some years now is aimed at investigating the conditions for and the consequences of

different forms of ownership in the Baltic states. Several reports have already been published. The access to more reliable statistics is a new element which enables Niels Mygind to follow the development in connection with the privatization process of Baltic corporations also in the future. He is at present establishing a corresponding project for Russia where the privatization of corporations has happened very fast. Also here the employees have been given the opportunity of taking over their "own" corporation.

Niels Mygind's book "Change in Eastern Europe", which has also been published in an English version, is a broad, theoretically founded analysis of the events in Central and Eastern Europe from the end of the 1980s until today. He is at present investigating the possibility of using the conceptual apparatus of the book in an empirical analysis covering the former East Germany, Poland, Czechoslovakia, Hungary and Russia.

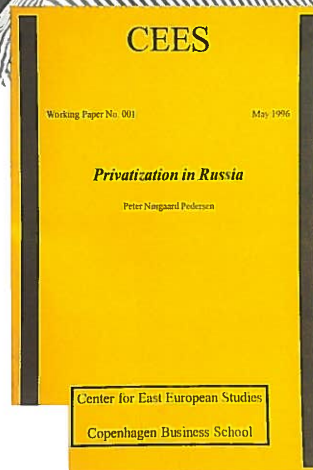
Another major project with the participation of professor John Zysmann will take a closer look at the production networks that arise in connection with investments made by Danish corporations in the Eastern European countries. John Zysmann has previously been involved in a corresponding project with other investor countries - in South East Asia.



Students Take Increased Interest in Eastern Europe

The CEES is also involved in educational activities at the CBS. Teachers attached to the Center teach Russian and economics at the SPRØK program, just as "Change in Eastern Europe" is offered as an elective course in the second year of the program. This subject is also offered in both Danish and English as an elective at the B.Sc. program. Also the increasing amount of counselling of the thesis-writing students shows the significantly increasing interest in East European conditions.

It is hoped that the Center may start the planned Ph.D. program in East European studies as soon as possible. This program is aimed at students who are interested in employment in international organizations, consultancy firms involved in Eastern Europe, or in Western corporations with activities in the area.



"The Ph.D. program is also aimed at East European students who will be able to use their qualifications in eg the public administration, at universities and in corporations in Eastern Europe", says Niels Mygind.

Apart from the internationally oriented Ph.D. program, the CEES is also attempting to strengthen the cooperation with other business schools and universities in both East and West, particularly in the Nordic countries, with the aim of becoming part of a larger network.

ASSOCIATE PROFESSOR AND HEAD OF CENTER NIELS MYGIND EMPHASIZES THE IMPORTANCE OF CENTER ACTIVITIES BEING INTERDISCIPLINARY. ONLY BY COOPERATING ACROSS RESEARCH AREAS CAN ONE EXPLAIN DEVELOPMENT PROCESSES SUCH AS THOSE IN EASTERN EUROPE.

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Knowledge of the Vital for Planning the Future

Abstract:

There is renewed interest in economic history, not least business history. With the establishment of a business history group, the CBS has strengthened its research and teaching capacity in the area.

Scientific methods are like the lengths of dresses: They vary, but at significantly longer intervals. This can be seen from the efforts within various research areas and the young people's choice of education.

Humanities are In

After a period with an overwhelming amount of students in the technological and commercial education programs, the pendulum is these years swinging towards an increased interest in the humanities at university level. This is not a purely Danish phenomenon, but a trend in all of the Western world.

At the CBS this trend is felt in eg the increasing interest in the M.Sc. line Human Resource Management and the advance interest expressed in the newly started B.Sc. program in philosophy/economics.

The same trend is felt at B.Sc. level. During recent years the number of students wishing to take the elective subjects European economic history 1750-1992 and Danish economic history 1870-1992 has been almost overwhelming. The number of signups has been between 200-280 and 90-145, respectively. The two subjects are offered as an interdisciplinary module in close cooperation between the economist, associate professor E. Damsgård Hansen from the Department of Economics and the historian, associate professor Ole Lange from the Department of International Economics and Management. Furthermore, the CBS is the only CEMS institution where economic history is not an obligatory subject. However, if the students wish to become CEMS students, they are required to have taken the subject.

Nobel Prize Recognition of Business History

In the international scene, the discipline of economic history is these years turning towards the area of business history - ie corporate and entrepreneurial history. The two American economic historians Robert Fogel and Douglas North who are both involved in business history were awarded the Nobel Prize in 1993 - as Douglas North put it, a recognition of the discipline fully as much as the persons. The increasing European interest in the discipline is seen in the formation of the European Association for Business History in October, 1994.

Both at the Harvard Business School, the London School of Economics, and the Business School in Oslo BI, business history has long had a dominating position in research and teaching, ia based on external finance from private corporations.

Experience Helps Plan the Future

Behind the surge of business history lie both an academic-scientific and a pragmatic-business-oriented interest. By going in to the files of the individual corporation, the researcher may over a period of time study the development of the economic forces at first hand, including ia the adjustment of strategy and organization to surroundings and economic trends at home and abroad. In due consideration of the present competitive situation, the researcher may also obtain

access to the otherwise inaccessible black box of the corporation. Here the researcher may find the reasons why some corporations develop successfully, stagnate or go under. This is where the practical experience can be found.

Managers of today must necessarily have a certain amount of knowledge of the past in order to be able to plan for the future in the present.

Mental Reservations towards Historians Declining

With few exceptions, Danish corporations have so far not shown the same serious, historical interest in their own development as foreign corporations. Memorial or jubilee publications have usually been put together by journalists or PR consultants without the assistance of professional historians or business economists. However, this picture is now turning. The mental reservations of parts of the business community towards historians is declining. Like in the USA, the UK and Norway, Danish

Past

business executives are beginning to realize that historians are professionals, too, and that they can write.

Pioneering efforts have been made during recent years by Jyske Bank, Lauritzen Gruppen, GN Store Nordiske Telegrafskab and most recently Dansk Olie og Naturgas who have all opened their files to professional historians and have financed business historic research and the subsequent publication of the results.

Business History Group at the CBS

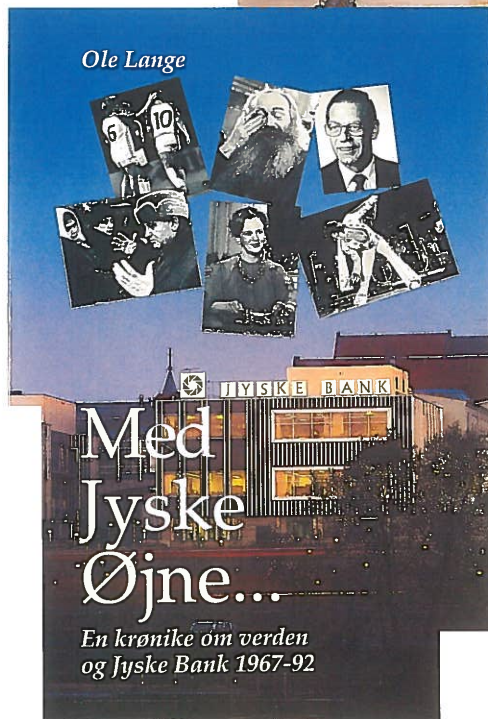
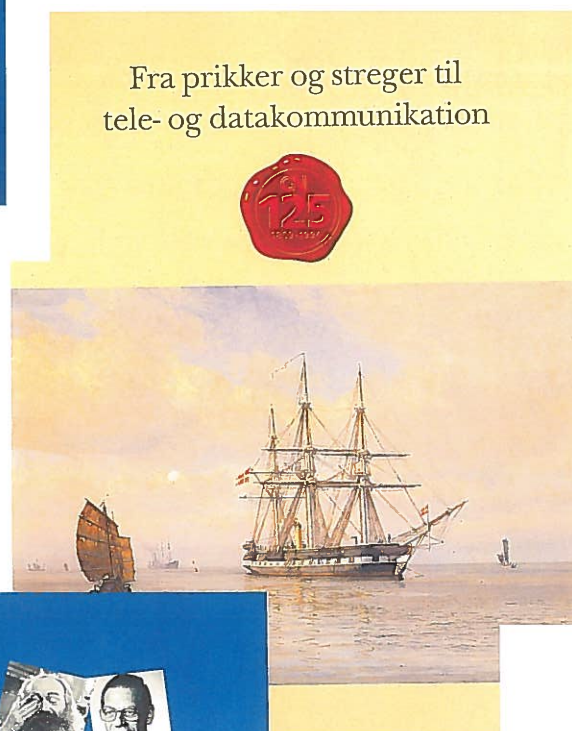
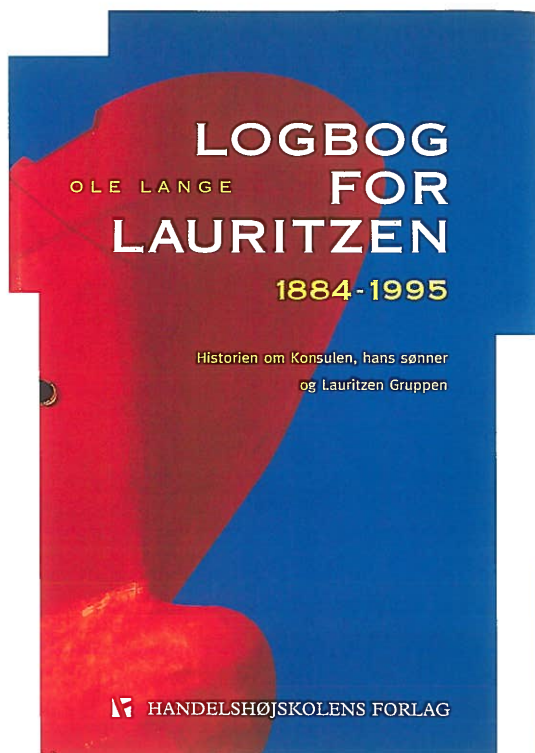
In the fall of 1995 a business history group - based on both internal and external finances - was set up at the CBS. So far it consists of associate professor Ole Lange, deputy associate professor Kurt Jacobsen and Ph.D. Mogens Rüdiger. A position as associate professor in business history is being filled. The group so far resides with the Department of International Economics and Management.

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New Projects at the of Modern Languages

Abstract:

The research activities of the Faculty of Modern Languages have so far primarily manifested themselves within the areas of linguistics and formal linguistics. In order to strengthen research activities in other areas over the coming five years, the Faculty has decided to give higher priority to a number of activities which have so far been less visible.

Both on the national and the international scene, the research of the Faculty of Modern Languages is primarily known for its results within linguistics and formal linguistics. But at the same time, there are many other research activities going on at the Faculty, within eg terminology, text linguistics, phonetics, literature, and civics. However, these activities have been less visible as they are to some extent integrated parts of major, well-established research projects.

Increased Resources for New Action Areas

In order to strengthen this part of the research activities, the Faculty Research Committee at the end of 1994 recommended that a larger part of the research resources available were channelled towards five action areas which were considered central within research in modern languages. These areas are:

- Translation/pragmatics
- LSP linguistics/text linguistics
- Lexicology and lexicography
- Terminology and professional knowledge representation
- Intercultural pragmatics.

In early 1995, the Faculty Council approved the proposal by the Committee, and in May five projects were given the green light - five projects with an almost equal distribution of resources on the two traditional research areas - for the projects OMNIS and FAGLING - and the new action areas.

OMNIS - World Knowledge in Natural Language Systems

The project called OMNIS - World Knowledge in Natural Language Systems - is a joint research project within the Department of Computational Linguistics. The purpose of the project is to expand the research competence of the Department in the use of world knowledge in natural language systems like eg natural lan-

guage interfaces for data bases and translation systems.

Natural languages are ordinary, human languages like Danish or English as opposed to formal languages or specially developed computer languages. The analysis of a text cannot be based on linguistic knowledge alone, but also requires knowledge about the world and the data base in which a user is based and to which the user refers in a communication situation. This is the type of knowledge that is referred to as world knowledge in the project.

OMNIS is a joint name for several part projects with their separate topic areas and problems which all have the common feature that they are concerned with world knowledge. Until now research has been carried out within the representation and application of general world knowledge.

A total of eight researchers from the Department of Computational Linguistics headed by associate professor Steffen Leo Hansen are participating in the project. Workshops, field trips and stays in Edinburgh, Birmingham, Paris and Fukuoka have helped strengthen the international dimension of the project.

How to Marry Linguistics and LSP

Nine researchers from the Departments of Computational Linguistics, English, French and Spanish are attached to the project FAGLING which is headed

by senior associate professor Finn Sørensen from the Department of Computational Linguistics. The purpose of the project is *"to marry linguistics and LSP with a view to developing mutual understanding and to develop a happy marriage based on transparency"*.

FAGLING has selected LSP material as its empirical field and is applying a linguistic angle. The aim is to treat two general LSP problems, viz the projection of words into an utterance and the interpretation from utterance to contents.

Although the project was not started until 1 July, the participants have held a workshop, participated with presentations in the 10th International LSP Symposium in Vienna, and published the first volume of their journal, KLIMT. The title is an acronym for Context, Lexicon, Interpretation, Meaning and Text, and at the same time it bears a clear reference to Vienna and the painter Gustav Klimt.

What May Block or Further the Reading of LSP Texts?

Also the project LSP: Text, Knowledge and Understanding which has seven participants from the Departments of French, Spanish and German headed by professor Lita Lundquist has LSP texts as its subject-matter. The aim here is to shed light on the processes of understanding and mental models activated in the reading of LSP texts.

Faculty

Since its start in September, the project has defined various theories within linguistics, textual theory and psycholinguistics and made a number of comparative analyses of a selection of LSP texts. The aim is to explain the cognitive-linguistic representation of knowledge in texts and to investigate how linguistic structures in specific types of LSP texts may further or block the creation of a mental model in the reader. This is of importance to the reader's understanding of the professional contents of the text.

What Parameters Govern the Translation Process?

Associate professor Gyde Hansen from the Department of German is heading seven members of the Departments of English, Spanish and German in the project The Translation Process: From Source Text to Target Text. The project is of central importance to the study programs offered by the Faculty of Modern Languages. The aim is through concrete experiments to shed light on how the translation process in itself takes place and to find the parameters that are part of the process. The initial phase of the project has been used to define and expand the target description.

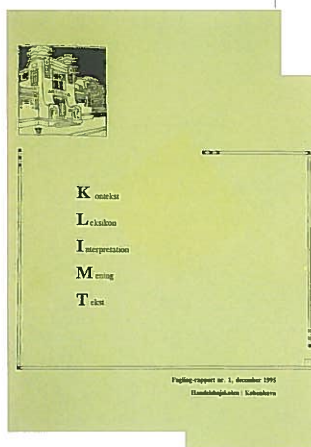
Metaphors Cause Problems in the Understanding of Foreign Languages

The project Metaphors in Economic and Political Texts Seen in a Translation-Theoretical Perspective is located in the

Department of French where associate professor Lillian Stage heads the three researchers involved, one of whom is from the Section for Italian.

This project should be seen on the background of the fact that a large amount of the language used in LSP texts - particularly economic and political texts - contains metaphors. The use of metaphors may cause problems for both the understanding of a foreign language text and also for the linguistic description and translation of the text. The project includes all dimensions, i.e. by including the use of metaphors in political and economic texts in Danish, French and Italian and by listing general criteria for the translation of such metaphors. As part of the project it is intended to "informatize" metaphors, i.e. describe them systematically and put them into a data base.

"Thanks to this extra portion of research funds in 1995, we have succeeded in launching five major projects within the particular action areas involving 34 of the research members of the Faculty within the particular action areas. These extra funds will enable us to "buy" research time, subsidize trips, workshops and study trips, all in all an initiative which we hope will prove to be of great benefit to the entire research environment at the Faculty", says the Chair of the Research Committee, professor Lita Lundquist.



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EDUCATIONAL PROGRAMS

REPORTS

The Learning University by President Finn Junge-Jensen 2-4
Educational Development by Chairmann Niels Kjeldsen 5

NETWORKING

Closer CEMS cooperation 8-9
Hosting the Annual PIM Meeting 10-11
The Pilot has Left the Bridge- Portrait of a Constructive Fighter 12-13

RESEARCH PROJECTS

New Departments: Department of Informatics
and Management Accounting 16
- Information as a Management Tool
Department of Management, Politics and Philosophy 17
- Holistic View of Management
Department of Logistics and Transport 18
- Logistics Create Coherence
International Monetary Policy 19
Craftsman Culture and High-Tech 20
Mapping of HRM in Europe 21-22
Research Evaluation with Positive Prospects 22-23
Multimedia System for International Cooperation 24-25
Cooperations' Perception of Quality Revealed 26
Economics and Environment Management
- an Inter-disciplinary Cooperation 27
The CBS increases Focus on Eastern Asia 28-29
Eastern Europe Coming Closer 30-31
Knowledge of the Past Vital for Planning the Future 32-33
New Projects at the Faculty of Modern Languages 34-35

EDUCATIONAL PROGRAMS

International Field Studies 38
Increased Cooperation with the Danish School of Art and Design 39
Students Win International Prizes 40-41
B.Sc.IB - Nor just an English Translation of the HA (B.Sc.) 42-43
MBAs Strengthen Corporate Management 44-45
First MPA Degrees Awarded in Denmark 46-47
The CCE - The Center of Rotation between the CBS and
the Surrounding Community 48-49
Philosophy/Business Economics Study Program Offered in 1996 50

MISCELLANEOUS

Initiator of European Graduate Recruitment Service 54-55
The New Business School 56-57
Books on Change 58-59

KEY FIGURES

Statistics 62-72
Addresses 72-73
Credits 74

International Field Studies

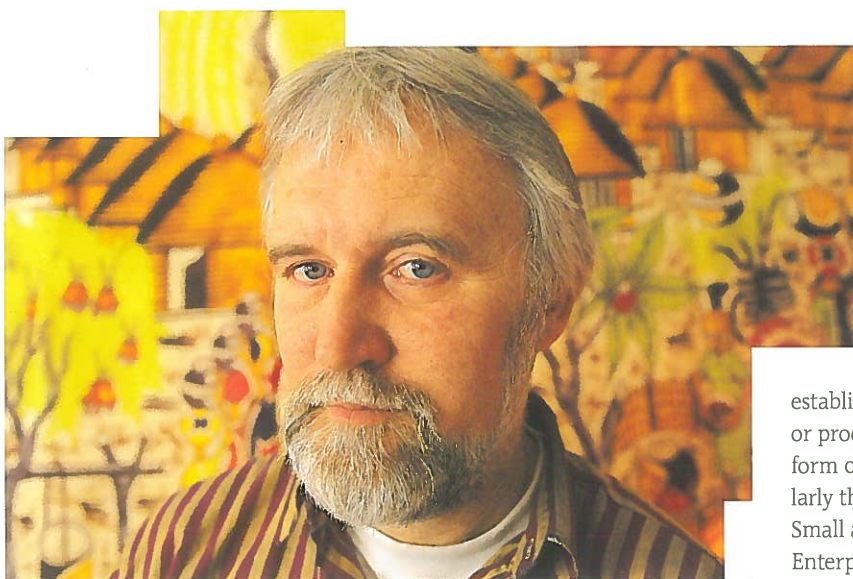
Abstract:

Danish and Canadian M.Sc. students cooperate on international marketing for corporations in their two countries while others as part of their SPRØK studies are stationed abroad and solve assignments for smaller corporations in African developing countries.

The CBS has entered into a new cooperation agreement with the Canadian York University which opens new perspectives for the studies at the two institutions. The agreement regards joint work on international market expansion as an intercultural project cooperation.

In each of the two countries, the school will find corporations that need to investigate a specific market potential. A team of students in the same country will map the strategy and prerequisites of the corporation while a team from the other country will investigate the chosen market, focus on sales possibilities, and locate potential partners and dealers. The two groups will meet twice during the whole process and draw up a joint project report. This report will be presented to the corporation which will participate in the evaluation of the project on an equal footing with the two schools involved.

This way, a team of Canadian students and a team of SPRØK students visited Brüel & Kjær in Denmark whereupon the Canadians have mapped the Canadian market while the Danish students were analyzing the corporation. Another group of Canadian students analyzed a Canadian corporation whereas a Danish group of M.Sc.Int. students were investigating the German market for the Canadians.



ASSOCIATE PROFESSOR JENS ERIK TORP BELIEVES THAT PROJECT WORK FOR COMPANIES CREATES VALUE FOR BOTH PARTIES. E.G. STUDENTS GET WORK FASTER AFTER GRADUATING AS A RESULT OF HAVING BEEN INVOLVED IN COMPANY-RELATED WORK.

So far, about a dozen SPRØK students have participated in this scheme in 1995 as a pilot project. In 1996 it will be offered to M.Sc. students in general. Contacts have already been made with other institutions, and it is expected that studies can be carried out in Canada, the USA, South Africa and Japan. The students will have their travel, hotel and daily expenses covered. The participating corporations will cover one third where as FUHU - Foreningen til Unge Handelsmænds Uddannelse (The Danish Society for the Advancement of Business Education) - will cover the rest in the first year. In the longer term it is hoped that the scheme will prove to be so valuable for the corporations that it will balance.

"We are very pleased with the arrangement which puts our students in contact with a corporation which has a real problem. Each party undertakes the part it can handle the best, and afterwards the students feel what it is like to cooperate in a cross-cultural group," says the coordinator of the scheme, associate professor Jens Erik Torp from the Department of Intercultural Communication and Management.

Active Development Cooperation

An other international scheme with corresponding perspectives for the study programs has been established through a cooperation with the Danish Federation of Small and Medium-Sized Enterprises, the Confederation of Danish Industries and Danida.

This scheme consists of the establishment of traineeships where one SPRØK student is stationed abroad for two or three months attached to a cooperation project between a Danish corporation and a corporation in a developing country, until now Zimbabwe and South Africa.

The student will assume responsibility for an assignment that the two parties need to solve, eg a market analysis or an analysis of the organization of the corporation. The assignment has been approved in advance by the School as the basis for a study project, either in the form of a thesis or as a term paper in a SPRØK elective course.

It is typically smaller corporations in the two countries that

establish a cooperation of trade or production, often in the form of a joint venture. Particularly the Danish Federation of Small and Medium-Sized Enterprises has found great interest in the scheme among its members; during the past two years the scheme has comprised almost 20 students, and it may also be expanded to comprise Ghana. The three organizations will pay for the trip and housing expenses while the student will bring his or her education grant money and pay for his or her own food.

"Most participants have used this scheme as part of their thesis work. We have made sure that the assignment is relevant to their studies, the students cannot work for free. The result has been that the students have real - not theoretical - corporation-oriented assignments which they will have to decide on on the spot. And they find jobs soon after the end of their studies," Jens Erik Torp points out.

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Increased Cooperation with Danmarks Designskole

Abstract:

Design is playing an increasing part in the product development of corporations. Over several years the CBS has strengthened its research and teaching efforts in this area, via by introducing the M.Sc. line in Design and Communication Management, and by setting up a division of Sarah Little Turnbull's Process of Change Innovation and Design Laboratory at Stanford University. An imminent expansion of the cooperation with the Danish School of Art and Design will definitely strengthen the possibilities of design in teaching and research.

Since 1989 the CBS has cooperated on a joint course in design. The other participants were the Danmarks Designskole, the Technical University of Denmark, and the Architectural School of the Danish Academy of Fine Arts. The course, which ran three times, was a success which in many ways influenced the participating students in their further career.

Changing the Concept

As from the fall semester of 1995, the concept was changed to cover a one-year course consisting of one semester of theory followed by a thesis or final project. The purpose of this change was to strengthen the students' understanding of the intersections between design and business, "the business of design".

"The course is new, and it is interesting to observe how the different organizational cultures clash. The background knowledge of the participating students is also very different, but their motivation is sky high, and they really benefit from the course, particularly in connection with respecting each other's skills and expertise to get a synergy effect out of the cooperation". claims the CBS representative, associate professor Tore Kristensen from the Department of Marketing.

The students are working with projects of a large scope and highly different approaches to the problem of design. Among the projects the following can be mentioned: A sack truck; the concept of a new TV channel; corporate identity of a health food manufacturer; development of a terminal for Copenhagen Airport Kastrup; the future workplace.

"The aim of the course is that it will continue as a permanent arrangement with its physical location at the Danmarks Designskole. We expect students from other higher education institutions to be able to register shortly, maintains associate professor", Tore Kristensen from the Department of Marketing Economics.

Expanded Cooperation Agreement in the Making

According to Tore Kristensen, a formal cooperation agreement between the CBS and the Danmarks Designskole is almost ready to be signed. The agreement will contain provisions

for setting up a joint research and development center, the Center for Design and Business Development - CDV. The Center will be partly financed through external funds and will undertake independent research and education activities, courses, symposiums etc in cooperation with various corporations. Also the CDV will function as the connecting link between the international research community, the industry, the Danish Design Center, and the Advisory Center for Design.

The Center will have an advisory committee whose members will be Danish and foreign business executives with concrete experience in connection with design as a business and management tool.

"This cooperation will also strengthen design research at a more general level. It will be made possible for post-graduate students from the Danmarks Designskole who are interested in the intersection between design and business economics to be admitted to the Ph.D. program at the CBS. The cooperation will also lead to the initiation of joint courses for researchers", concludes Tore Kristensen.

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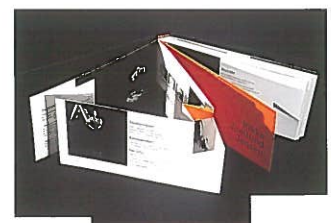
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DANMARK'S DESIGN-
SKOLE IN STRAND-
BOULEVARDEN.



STUDENTS WORK ON
PROJECTS COVERING A
WIDE AREA.



THE PURPOSE OF THE
COURSE IS TO
STRENGTHEN PARTICI-
PANTS' UNDERSTAN-
DING OF THE INTERSE-
CTION OF DESIGN AND
BUSINESS.

Students Win International Prizes

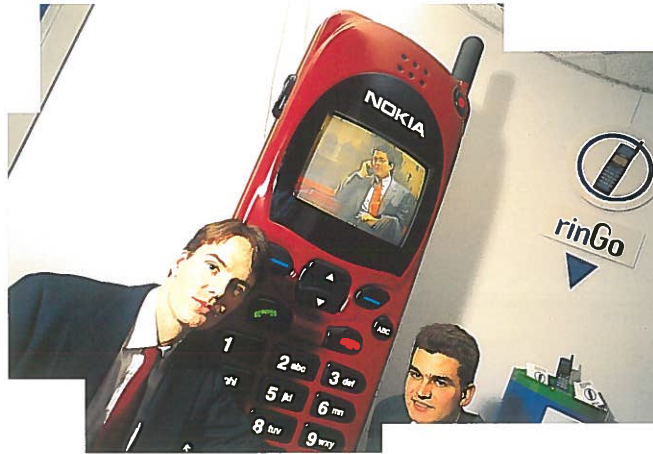
Abstract:

An increasing number of CBS students have begun participating in major international prize competitions. And they are very successful. In 1995, one B.Sc. and two M.Sc. students won fine prizes in competition with both 1,300 students and several teachers.

Students Teach Researchers

The CBS students hold a large, unexploited potential. Much of the research work students perform as part of assignment and project writing often remains unexploited in the library. The reasons could be a lack of understanding on the part of the teachers, bad timing, or the fact that the students cannot find time in their hectic study periods to market their knowledge to publishers, corporations, media etc.

But if students are given the necessary support by their teachers and institution, many things can come true. This is demonstrated by the case of the two M.Sc. students Jakob Fritz Hansen and Claus Groth-Andersen who in September with their industrial analysis of Nokia Mobile Phones won a case prize competition under the auspices of the EFMD (European Foundation for Management Development).



JAKOB FRITZ HANSEN AND CLAUS GROTH-ANDERSEN, STUDENTS IN THE M. SC. GRADUATE PROGRAM IN ECONOMICS AND BUSINESS ADMINISTRATION, WON AN EFMD COMPETITION WITH A CASE ABOUT NOKIA.

It was their counsellor, associate professor Heather Hazard, who suggested that they expand their project into a case to be used in the teaching at the CBS. Heather Hazard was so pleased with their work that she suggested that they should participate in the annual Case Prize Competition of the EFMD.

"When the mail came on an early morning in May, it contained a letter from the EFMD telling us that we - two M.Sc. students - had won the prize for the best case. We were also invited to participate in a seminar in Barcelona in September where we were to present our case", says Claus Groth-Andersen.

Wanted: Better Dialog between Teachers and Students

The task of preparing the case for a real 90-minute presentation turned out to be a real challenge, as the two students did not know the rules of the game of presenting scientific work. But with support from Heather Hazard they managed to create the presentation.

"It is a big problem that we students are not taught good presentation techniques so that we can secure the optimum balance between the professional and the pedagogical sides when we are required to make a presentation. Teachers should also be better at spotting the talents among the students and encourage them to write eg an article. This would be most instructive for the student", thinks Jakob Fritz Hansen.

He also believes that teachers ought to include students more as sparring partners in their own research. Students are willing to make an extra effort if they see that they can learn from it.

"The scientific work would be demystified so that students may to an increasing degree participate

actively. We have shown with our example that it is possible to find the time and the other resources to participate in an international competition".

Cases to Serve Concrete Purpose

Jakob Fritz Hansen does not estimate that more cases should be introduced into the CBS program, unless they serve a concrete purpose.

"Many of the cases used are American which may be a problem seen through Danish eyes. The case work places high demands on both teacher and students. The teacher must be able to control the work on the basis of both problem and theory-oriented and also cultural aspects, and the students need to relate actively to the contents and background of the case".

Both Jakob Fritz Hansen and Claus Groth feel that they received a good and fair treatment by the approximately 20 researchers from different countries who had chosen to witness their presentation in Barcelona. Various comments of eg making the case more operative have already been worked into the case. A Canadian business school has shown interest in using the case because of its breadth and depth and international aspects. The case may be published both as book and in multimedia form.

Up the Hill Towards the Year 2020

In July, B.Sc. student Michael Møller won the Danish Futurist Competition of Honeywell with his essay "Up the hill towards the year 2020". This way he qualified to participate together with 21 other European students in the finals held in London in September. Also here his essay went the course, and as one of a total number of four winners he won a years' studies in the USA with all expenses paid for. More than 1,300 students had entered in the competition, so Michael Møller did really well.

His essay is an extremely mature piece of work which combines great professional knowledge about the potentials and limitations of technology with an ethical insight which few 21-year-olds are in possession of.

In his essay, Michael Møller takes a very sceptical stance towards the political, economic and social possibilities of realizing the technological potential known already today. He estimates that within eg information technology and genotech the technology has now reached a number of limits in relation to the population for whom it is intended to be a relief. Technology will to an increasing extent be challenged ethically by a population which is, at least in the Western world, terrified at the outlines of a totalitarian surveillance society where eg DNA profiles and fingerprints can be abused. So if technology is to be an

integrated part of the daily life of the population in future, it will be necessary to overturn this fear, indifference and conservatism. According to Michael Møller the future belongs not to the technology developers but to the communicators who can use dialog to "persuade" the populations to accept the

possibilities offered by technology. The winners among the producers of technology will be those who cooperate openly with the surrounding community in a joint effort to exploit the technological advances.



MICHAEL MØLLERS IS AN UNDERGRADUATE IN THE ECONOMICS AND BUSINESS ADMINISTRATION PROGRAM. HER PRIZE ESSAY IS CHARACTERIZED BY GREAT INSIGHT INTO ETHICS AND TECHNOLOGY.

B.Sc.IB.-

Abstract:

After a demonstration of incredibly large advance interest among young people with an interest in an international business economic education and with many applicants who had to be turned down, the B.Sc.IB (Bachelor of Science in International Business) came off to a good start in September, 1995.

The CBS' initiative of offering a full business economic three-year Bachelor program in English has proved to meet a large demand. The interest shown prior to the application period was a record-breaker, and the study secretariat had a hard time selecting the approximately 50 students.

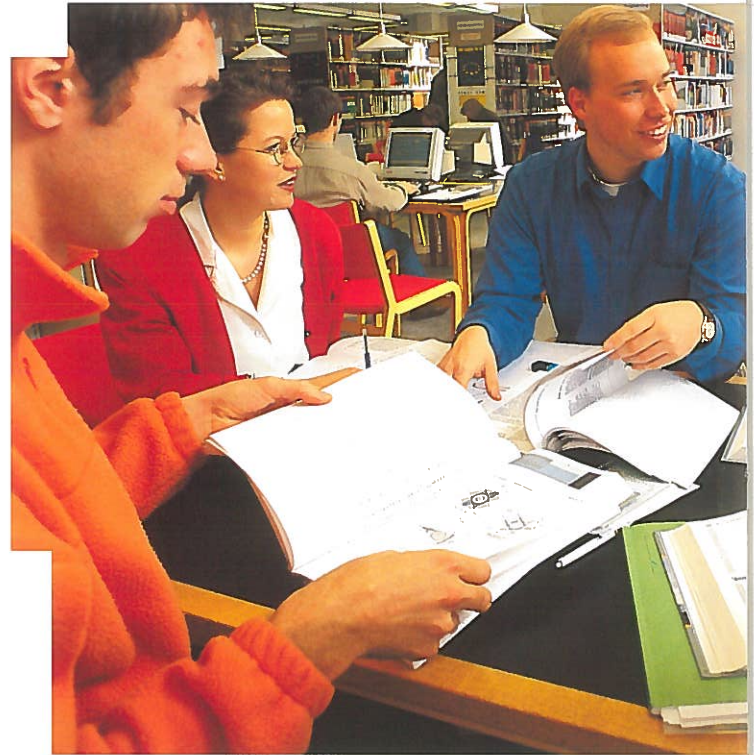
An International Education in Denmark

It is not just in the language used in the teaching that the new program distinguishes itself from the traditional HA (B.Sc.) program. The B.Sc.IB is through and through a new education concept which is a radical change from the corresponding CBS programs. The teaching takes place as seven-week modules, followed by one week of exams. (A more detailed description of the contents of the program can be found in the Annual Report for 1994, page 12). The entire curriculum has been carefully selected so

that its contents are truly international. Almost all teachers have so far been foreign or educated abroad. But this will change in future. Pedagogically, the focus is primarily on process-oriented group work, just as cases, seminars and other presentation forms play a greater part here and on the other CBS studies.

The coordinator of the program, the American head of section Stephanie Wold Hadler, who holds an MBA degree herself, is therefore fully justified in claiming that this study program is entirely its own and not merely an English version of the HA program.

"All parts of this study program have a clearly defined, international element. The purpose is to give the students a solid basis in and understanding of the principles that run international business. In the selection of the students we therefore also attach



PROCESS ORIENTED GROUP WORK IS THE BASIC PEDAGOGICAL PRINCIPLE OF THE B.Sc. IB PROGRAM.

great importance to their international experience from eg address, travel experience, education or work experience".

The Perfect Program for Us

A talk with four students - Christen Buus, Jasmina Kozarcanin, Sebastian Søderberg and Benyamin Hen - shows remarkable agreement as to the background for choosing this particular program and their perception of a good study program. Despite their different nationalities.

An obvious advantage is that all study activities are in English. Jasmina, who used to study economics and the University of Copenhagen, says that she still has problems with Danish

at a sufficiently high level and that an English, international study program with the contents of the B.Sc.IB is almost a gift.

"But almost the best thing about it is the many short modules of the program and then the teaching methods. They suit my temper exactly, although there is a great load of work, not least in connection with the end of the individual modules".

After arriving in Denmark, Benyamin had spent some time looking for a good, English education possibility. His Danish wife found the B.Sc.IB.

"I had been studying economics in Israel for two years, but this is completely different. I would particularly point to the work methods, especially the group work and the very application-oriented curriculum with the

not just an English Translation of the HA (B.Sc.)



towards practice", says Sebastian.

"I believe that the good teachers are a major element in our feeling that we are getting better and will be able to handle the assignments and challenges we are going to face later on. We are simply doing fine because our teachers are so good", Christel adds.

Workload Affects Social Activities

All four agree that their studies are demanding and require a lot of effort. Christel and Benjamin find that they are always studying, and on top of that come the many written assignments.

The social environment almost exclusively centers around the group work. Some groups meet and eat together eg once a month. Some believe that it is all so intensive and takes place in such close social interaction that they have no resources left for additional social activities.

"We are together all day, and often that is quite enough", say Christel and Benjamin.

Exciting and Inspiring Teachers

The program has more or less lived up to what was expected, even though new students at an entirely new program will always be somewhat sceptical.

"I should like to mention the teachers who have been foreigners almost all of them until now. They really give you the international feeling, and at the same time it is extremely oriented

- One of the reasons could be that the study program started with an introduction week where we were dealing with culture, cultural differences, and cultural understanding. Large parts of our perception of culture are subconscious. By making students aware of cultural differences right from the beginning of the course we were hoping to be able to avoid some of the problems that are almost bound to appear in culturally mixed groups, says Stephanie Hadler.

Another student has previously said that cultural differences are not all that bad. On the contrary, they make the individuals quite unique!

Aware of Pioneer Spirit

It is a tough job to be "guinea pigs" on a new education program. The CBS has great experience in that respect. But it also quite frequently helps create a particular type of student who is often very much involved in the continued development of the program because they want to "leave behind" an even better program for the years to come. This is also true for the B.Sc.IB.

"Of course there have been both good and bad things. When we got here, we really did not know what it was all about. But we have had much influence on what is going to happen now. And a number of changes will be introduced on the first year of the program next time", Sebastian believes.

Jasmina points out the role of Stephanie Hadler as coordinator as well as mediator between the students and the program management.

"She pays great attention and takes our criticism and our problems seriously and is very loyal when she takes them on to higher levels".

Uncertain of Future Career Openings

All four except Jasmina know already now that they want to continue on one of the English M.Sc. programs. Jasmina on the other hand wants to leave school to work after the first three years and then return to the M.Sc. program later. But today none of them knows exactly what they want to use their education for, or what it can in fact be used for. They expect to find out later in the course of their education. Christel and Sebastian believe, though, that with their truly international education, they will be well-equipped for a job in a major, internationally oriented corporation in Denmark or abroad.

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MBA's Strengthen

Abstract:

It was with great pride that the CBS was able to celebrate the first MBA class ever to graduate from a Danish institution of higher education with Commencement and Diplomas in December, 1995.

16 December, 1995, was a special day for the CBS, particularly for the CBS MBA program. On this day a festive and symbolic ceremony was held to celebrate the Commencement of the first 26 MBAs of the CBS and the Danish university sector as a whole. The Commencement celebrations began with an impressive procession led by the President of the CBS, Finn Junge-Jensen, and program director Laurids Hedaa. Also families, friends, colleagues and representatives of the graduates' employers helped make the event even more spectacular.

Managerial Rearmament Required

In the speeches held by program director Laurids Hedaa, by the chairman of the Confederation of Danish Industries and sponsor of the MBA class Svend-Aage Nielsen and by CBS President Finn Junge-Jensen, it was underlined how important it is for the Danish business community to secure managerial rearmament in order to make it in the international competition. And that



THE CHAIRMAN OF DANISH INDUSTRY, CHIEF EXECUTIVE SVEND-AAGE NIELSEN, IS SPONSOR OF THE FIRST CLASS OF MBAs.

the competence of the individual is developed constantly through a lifelong learning. The first MBAs had truly realized this by completing this very demanding study program.

Alumni Society Formed

President Finn Junge-Jensen presented a check for DKK 75,000 to the newly formed CBS MBA Alumni Society. The Society will be in charge of both professional and social activities so that in future the MBAs can benefit from each other's company and the network they have created.

JENS FOKDAL, SUN CHEMICAL'S CHIEF MANAGER OF DATA PROCESSING, WAS ELECTED CHAIRMAN OF THE NEWLY FORMED CBS ALUMNI SOCIETY.



Valuable Experience from the First Class

Head of section Lene Lillebro of the MBA secretariat has investigated in several ways how the first MBA Class has done. One of her findings was that 2/3 of the new graduates have been promoted either in their existing job or by taking a job with another corporation either during or immediately after graduation. This trend is also seen in the second Class where 1/3 of the students have been promoted during the first year of study.

"This is a clear indication that the business community is greatly benefiting from the MBA program in the form of more qualified managers and other key employees who are able to take on more advanced assignments than before the studies", says Lene Lillebro. The MBA students' employers also benefit from the results of the written exam assignments and the final major strategic project which often deals with a vital strategic problem within the corporation.

Corporate Management



MBA Facts

The MBA is a two-year continuing education program under the Open University scheme. Classes are held on Friday evenings and Saturday mornings. The target group consists of well-educated managers or specialists who wish to develop their competence within general management. The program is internationally oriented with teachers from both Denmark and other countries. The program consists of a number of reality, function and management subjects whose progression contributes to strengthening the ability of the students to think and act in a more strategically analytical and generally oriented manner.

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A Mature MBA Class

The 26 graduates from the first CBS MBA Class do not resemble the typical CBS students. Most of them have managerial experience from the real world, their average age is 36 years, and all of them hold a prior degree.

"When one is able to add the result of long-term experience with an MBA degree and use the two sides together like I have been able to, then I definitely have a winning position which is equally useful to me and to my company," says Hans P. Holst who is senior general manager with the EAC.

With his 54 years of age, Hans P. Holst is the doyen of the Class. He has been working internationally for the EAC for 25 years, first in the Far East, in Africa and Australia, and later at managerial level in Canada. He is now working at the headquarters in Copenhagen. He has found that the MBA program has given him a more theoretical approach to the problems and that it has also been closely linked to his everyday work, not least through a project about one of the EAC companies.

"It has been tough. But I wouldn't have missed it for the world," says H. P. Holst.

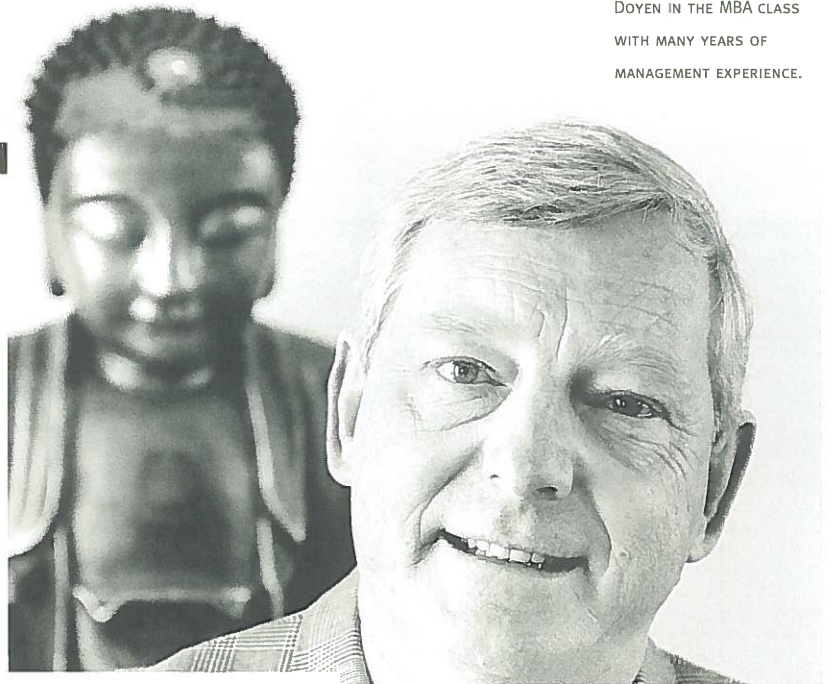
General Management

While the primary aim for Hans P. Holst was to add a theoretical supplement to his practical experience, 30-year-old M.Sc.(law) Bo Sandroos wanted to obtain an insight in general management as a supplement to his specialized education.

"When a specialist like myself takes education number two, it is with a view to both obtaining a more profound understanding of the corporation I advise, and also to develop personally," says Bo Sandroos who is senior legal adviser to Maersk Oil and Gas AS.



BO SANDROOS LEGAL ADVISER AT MAERSK OIL AND GAS, WAS ONE OF THE YOUNGEST GRADUATES IN THE MBA CLASS.



HANS P. HOLST, DEPUTY MANAGER OF EAC, WAS THE DOYEN IN THE MBA CLASS WITH MANY YEARS OF MANAGEMENT EXPERIENCE.

Being an M.Sc.(law), he can make good use of the economic knowledge which the CBS MBA program offers. Also he has benefited greatly from using the experience of the other participants who have entirely different backgrounds from his own.

"There is a large amount of reading that must be understood and studied carefully. In that sense, the program is academic. But it is also very user-oriented, in the inclusion of the challenges within one's own corporation, and through that coupling, the MBA program clearly distinguishes itself from the University," Bo Sandroos believes.

Danish Network

"The network we create during our studies is of vital importance. Therefore it is important to be able to take the MBA in Denmark rather than abroad," says Jens Fokdal, 48 years old, DP Manager at Sun Chemical A/S, and Chair of the CBS MBA Alumni Society.

The education has given Jens Fokdal some basic theories to use in his everyday work, and at the same time it has given him the chance to look at other specialized areas than the ones he works with every day. He has for instance benefitted greatly from subjects like International Logistics and Networks and Alliances.

Jens Fokdal is the DP Manager for the European subsidiaries of the American group, and during his education he started up two Business Process Re-engineering projects based on his knowledge acquired in the course of his MBA studies.

"My MBA studies have given me a new vocabulary and greater weight within the group," says Jens Fokdal.

Philosophy

Business Economics Study Program Offered in 1996

Abstract:

After intense preparations, the Council of the Faculty of Economics was in October able to approve the curriculum for the Business Administration and Philosophy study program – HA(fil.) (B.Sc.(Phil.)) - which begins in September, 1996, with approximately 100 students. The CBS expects much from this new program which in many ways contains educational innovation.

Professor Peter Pruzan and professor Hans Siggaard Jensen from the CBS Department of Management, Politics and Philosophy have in cooperation with other CBS employees had an unusually busy year creating analyses and models to form the basis for a decision to initiate the Business Administration and Philosophy study program HA (fil.).

Special CBS Profile

The management of the Faculty and the responsible creators of the program have pointed out that the program should have a special CBS profile which would be secured through a sensible interplay between the business economic and the philosophical areas of the program.

This educational innovation is aimed at ensuring that graduates are able to ponder in a philosophical manner the prerequisites of the economy and are also able to see it in a broader historical and societal perspective. That way the new program meets the demands made by the business community and the community as such for more flexible and creative graduates who take a critical and analytical approach to problems.

Focus on Professional Integration

The new HA (fil.) program centers around a number of course modules and thematic blocks.

The philosophy and theory-oriented course module consists of philosophical history and economic theory history which are dealt with on the basis of business economic and other significant societal aspects.

The business economic course module views business economics from a holistically-oriented perspective.

The course module in civics places its focus - based on a historical perspective - on the societal factors that are important to the understanding of the interplay between philosophy and economics.

The course module in business economics and philosophy treats significant problem and theory areas in a concrete, integrated philosophical/business economic perspective.

But it is in the four thematic blocks that the integration between the business economic and the philosophical areas is at its clearest. It is also here that the program contains a number of pedagogical innovations which separates it from the other education programs at the CBS.

The thematic block Rationality introduces decision theory and human perception into business economics as well as the subjects statistics and logic.



The thematic block Value will introduce the students to value theories, ethics, political philosophy and organization theory.

The thematic block Management and Communication will contain management and strategy, language and communication as well as basic linguistic philosophy.

The thematic block Knowledge features cognition and science theory as well as methodology and economic-theoretical aspects of the knowledge-based, viable community.

A major project will be prepared in each of the three years of study.

Education Aimed at the Future

The idea behind this program - ie to give the future employees in the community the opportunity of having a thorough insight into business economic theory and practice as well as reflecting on it in a philosophical manner in a time which is characterized by great chal-

lenges to our value and our cognition - seems to be catching on.

"It seems as if this education program will help us meet a recognized and increasing demand on the part of the Danish business community for employees who offer - apart from the basic professional knowledge - strong analytical skills and a thorough understanding of the many contexts in which the corporation of tomorrow will have to function", concludes Hans Siggaard Jensen.

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First MPA Degrees Awarded in Denmark



Abstract:

The first Class of public managers have completed the two-year MPA education program. This is an innovation within public management education which has aroused interest also outside Denmark.

With the development of the two-year MPA program for experienced managers, the CBS has taken up a place among the pioneers of public management education.

In 1995, the first Class, which consisted of 33 participants from central and local governments and from various professional and voluntary organizations as well as private individuals with a close cooperation with the public sector, completed the exam projects that end the two-year modularized part-time education program called Master of Public Administration.

The education has a strong international touch. The CBS took the initiative to a one-week international summer school. The summer school is part of the first year of studies of the Danish students, whereas the second year comprises an obligatory two or three week project assignment abroad.

The MPA program in Copenhagen has taken the initiative to establish a network cooperation which will begin by expanding the summer school into a permanent, European program, and which may later lead to the establishment of a European MPA.

International Partners

In the summer of 1996 the CBS MPA program will for the third time in a row host the mentioned summer school which has so far seen participants from the South Bank University, the London School of Economics, the Bocconi University in Milan as well as participants from Gdansk where the CBS is assisting in the establishment of a Polish MPA program.

At a meeting in London in September, 1995, the schools agreed to make this summer school a regular feature, presumably as a two-week school which may form part of the program of all the participating schools; the title will be the European Summer Program in Public Management.

"We hope to get approval from the EU and applications primarily from the EU countries, but later on also from East European countries," says associate professor Jens Gunst. He is a member of the steering group of the program which also consists of the associate professors Jørgen Frode Bakka, Aage Nedergaard and J.C.Ry Nielsen.

For the first MPA Class, the obligatory period abroad in the second year comprised a project in South Africa concerning the formation of a new democracy, a project in Scotland regarding the use of information technology in the district health sector, a project in Northern Finland on business promotion schemes, and a project in the USA concerning incentive wage schemes for public managers. Parallel to this, a pedagogical

network cooperation has been set up which comprises schools and universities within and beyond Europe; in the fall of 1996 the CBS in cooperation with the Nottingham Trent University plans to carry through a "Mid Career University Education" workshop with participants from all over the world.

Different Pedagogy

"You cannot teach experienced managers the same way you teach inexperienced young students straight out of school. The pedagogy we have chosen is very participant-oriented," associate professor Aage Nedergaard points out.

The participants in the MPA program are themselves resource persons on an equal footing with their teachers. 33 managers with an average of 15 years of managerial experience between them represent about 500 years of experience which is included actively through work on projects, workshops and dialogs. Their managerial experience puts the individual subjects into a common frame of reference and renders the theories very user-oriented.

The program has been established by researchers from a long number of departments in the CBS in cooperation with colleagues from the Universities in Odense, Århus, Aalborg and Copenhagen. The core subjects are economics, political science and organization and, in the second year, strategic management and change.

"We do not teach the individual subjects in order that the participants are required to learn that particular topic. The subjects are tools which they learn how to use in cooperation with others. Our aim is that the participants will develop into agents of change," associate professor J.C.Ry Nielsen points out.

Thus the examinations in the three core subjects are not held separately but are integrated. The aim is to replace the teaching of individual subjects with a multidisciplinary approach where the subjects are coordinated, or with a true interdisciplinary approach where the subjects interact and influence each other. The combination of the interdisciplinary approach and the participant-orientation is the particular competence of the MPA program. It has attracted attention, also abroad.

Mid-Career

In January, 1996, the first Class of 33 students will have ended their exams and have received their diplomas at a festive Commencement celebration in early February. Almost at the same time, the second Class will have taken their halfway exams, and the third Class will have begun their studies.

The participants are quite experienced. The average age in the first Class was 43 years. All participants have considerable managerial experience, often at the upper level of the middle management level which is the primary target group. It is also characteristic that many participants have

been given a higher charge or an entirely new job during their studies.

"When I began my studies I was head nurse at the Danish State University Hospital. I signed up in order to expand my management qualifications which I would be required to do as head of the nursing staff in the new Cardiac Center. And just as I was about to begin my exam project, I started as chief nurse at Hille-rød Hospital where I am a member of the hospital management team who shares the responsibility for all the 3,500 employees," says head nurse Anne Granborg.

Network and Insight

Together with another participant, Anne Granborg wrote an exam project which analyses and evaluates the establishment of Centers at the Danish State University Hospital. She is particularly pleased with the network contacts she has made in the course of her studies and with the integration of the political, economic and organizational perspectives.

Kim Allan Bak was a 37-year old development head of section with the Danish Central Customs and Tax Administration and had initiated a "pre-management program" just when the MPA program was offered for the first time. In the meantime he has become head of division for the international office of the Danish Central Customs and Tax Administration and teaches at the Customs and Tax Administration School. He went on a study trip to South Africa and to-

gether with two other students wrote his Master's project on "Welfare Development through Integrated Ethical and Economic Prioritization".

"The other participants have increased my understanding of the working conditions of the heads of the tax administration offices in the local governments. I have also obtained an insight into the interplay between politics, economics and administration which is extremely useful. This is a program which appeals to all managers with 10-15 years of professional experience," says Kim Allan Bak.



HEAD NURSE, ANNE GRANBORG, ADVANCED TO HER MANAGERIAL POSITION TOWARD THE END OF HER MBA PROGRAM.



KIM ALLAN BAK STARTED IN THE MBA PROGRAM AS MIDDLE MANAGER OF DEVELOPMENT. WHILE IN THE PROGRAM HE WAS MOVED UP TO HEADING THE INTERNATIONAL OFFICE OF THE CUSTOMS AND TAX AGENCY.

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The CCE- The Center of Rotation between the CBS and

Abstract:

Since the establishment in 1991 of the CCE, the business community and the organizations have shown increasing interest in the services of the CCE. It has resulted in more than 100 projects, all tailored to the requirements and wishes of the customer. During the past years, the CCE has successfully contributed to expanding the cooperation between researchers and practitioners.

The CCE - Center for Continuing Education - has developed into a solid and well-reputed undertaking which has got a real grip on one of the niches of continuing education: The supplying of tailored education programs of varying lengths. The activities cover all aspects from planning and development via implementation of clarification and evaluation projects to continuing education and management development programs. During the past years the area of activities has been increased with assignments in Eastern Europe, Russia and the third world, particularly East Asia.

The daily manager of the CCE, Peter Stolt, can look back at a turnover in 1995 of DKK 6.6m, several new customers and progress in other areas, not least the attempt to strengthen the cooperation between researchers and the business community.

"One of the main purposes of the CCE is to initiate projects that integrate research and education through externally-oriented activities in the business community. Many of our projects have lived up to this goal in 1995, so we are quite content", he says.

Non-Profit Forum Meets so far Uncovered Need

Via the CCE, the Non-Profit Forum has become the new meeting place of politicians and senior executives in leading non-profit organizations. Here the participants may share experience, discuss problems and listen to presentations from topical guest lecturers.

The fact that the Non-Profit Forum meets a so far uncovered need of the organizations is demonstrated by the high participation rate the arrangements have enjoyed among political and administrative managers of the organizations. The following Danish non-profit organizations were members in 1995: Red Barnet, Folkekirkens Nødhjælp, Diabetesforeningen, Det Danske Spejderkorps, Dansk Boldspil Union, Dansk Røde Kors, Dansk Flygtningehjælp, Dansk Idræts Forbund, Mellempfolkeligt Samvirke and Danske Gymnastik og Idrætsforeninger.

"The idea of letting leading politicians and officials from within the same organization participate at the same time has given

some very positive results. It is rare for them to have the opportunity of participating side by side in that kind of meetings and discuss their organization", says senior associate professor Søren Christensen of the Department of Organization and Industrial Sociology, one of the promoters of the project.

The Non-Profit Forum has had a spill-over effect on research of the organizational and managerial problems in these organizations. For instance several of the CBS students are now writing their theses on non-profit organizations.

New Education Program for EU Project Coordinator

There is in Denmark a large need to educate people with a knowledge of EU conditions. This has now become possible through the EU Project Coordinator Education Program which has been set up at the CBS Project Center CESAR in the Danish research village Symbion. The Symbion environment, which is characterized by high-tech and interdisciplinary activities linked by research and practical reality, is a suitable framework for a promotion and innovation project like this one. The project stresses particularly the interplay between theory and practice.

The education program runs over a period of 40 weeks during which the participants are given a thorough introduction to the diverse activities of the EU. The program consists

of the practical drafting of project proposals and applications, the formation of networks, project management theory and project management tools.

The new program is aimed particularly at unemployed under the auspices of the Danish Federation of Trade Unions, the Danish Federation of Civil Servants and the Danish Confederation of Professional Associations who want to function as EU project managers, coordinators and implementers. A characteristic feature of the program is that the participants are put together in groups across their educational backgrounds and other professional experiences.

The first Class is expected to graduate in June, 1996, but already now various corporations are taking an interest in the future Project Coordinators.

"The education program clearly meets a need for persons with a knowledge of the EU system. One of the characteristics about the program is its focus on how to spend EU funds to obtain the maximum benefit from them - and not so much on how to scrape money together", says associate professor Leif Block Rasmussen who is in charge of the program.

the Surrounding Community

THE PROGRAM IN EU PROJECT COORDINATION IS LOCATED AT THE PROJECT CENTER CESAR IN THE SYMBION SCIENCE PARK. THE PROGRAM IS INTENDED TO MEET THE NEED FOR PEOPLE WITH A THOROUGH KNOWLEDGE OF THE EU.



CCE'S SUCCESSFUL CONTINUING EDUCATION CONCEPT IS BUILT ON COURSE OFFERS THAT ARE PERFECTLY TUNED TO MEET THE NEEDS OF CUSTOMERS - AS HERE WITH POST DENMARK.

CCE CLIENTS 1991-1995

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AMTSRÅDSFORENINGEN
ARBEJDSMARKEDSNÆVNENE I FREDERIKSBORG, ROSKILDE, KØBENHAVN
BERENDSEN TEXTIL SERVICE
BLÅGÅRD SEMINARIUM
CARLSBERG A/S
COWICONSULT RÅDGIVENDE INGENIØRER A/S
DANIDA
DANMARKS IDRÆTSFORBUND
DANSKE AKTIVE HANDELSREJSENDE
DANSK FLYGTNINGEHJÆLP
DANSK SKUESPILLERFORBUND
DANSK BOLDSPIL UNION
DANSK MAGISTERFORENING
DANSK PERSONALEPARTNER
DEN DANSKE BANK A/S
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FREDERIKSBORG AMT
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GROTHEN & PERREGAARD A/S
HOVEDSTADSOMRÅDETS TRAFIKSELSKAB
KRÜGER KONCERNEN
ISS KONCERNEN
KOMMUNERNES LANDSFORENING
KØBENHAVNS UNIVERSITET
LANDBRUGSMINISTERIET
LEGO DACTA A/S
MAGISTRENES JOBSERVICE
MOGENS BALSLEV RÅDGIVENDE INGENIØRER A/S
MÆRSK OLIE & GAS A/S
NORDISK SPRÅK- OCH INFORMATIONSCENTER
OECD - PHARE-PROGRAMMET
OXFORD UNIVERSITY
PFA PENSION
PKA A/S
POST DANMARK
RAMBØLL, HANNEMANN & HØJLUND A/S
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MISCELLANEOUS

REPORTS

The Learning University by President Finn Junge-Jensen 2-4
Educational Development by Chairmann Niels Kjeldsen 5

NETWORKING

Closer CEMS cooperation 8-9
Hosting the Annual PIM Meeting 10-11
The Pilot has Left the Bridge- Portrait of a Constructive Fighter 12-13

RESEARCH PROJECTS

New Departments: Department of Informatics
and Management Accounting 16
- Information as a Management Tool
Department of Management, Politics and Philosophy 17
- Holistic View of Management
Department of Logistics and Transport 18
- Logistics Create Coherence
International Monetary Policy 19
Craftsman Culture and High-Tech 20
Mapping of HRM in Europe 21-22
Research Evaluation with Positive Prospects 22-23
Multimedia System for International Cooperation 24-25
Cooperations' Perception of Quality Revealed 26
Economics and Environment Management
- an Inter-disciplinary Cooperation 27
The CBS increases Focus on Eastern Asia 28-29
Eastern Europe Coming Closer 30-31
Knowledge of the Past Vital for Planning the Future 32-33
New Projects at the Faculty of Modern Languages 34-35

EDUCATIONAL PROGRAMS

International Field Studies 38
Increased Cooperation with the Danish School of Art and Design 39
Students Win International Prizes 40-41
B.Sc.IB - Nor just an English Translation of the HA (B.Sc.) 42-43
MBAs Strengthen Corporate Management 44-45
First MPA Degrees Awarded in Denmark 46-47
The CCE - The Center of Rotation between the CBS and
the Surrounding Community 48-49
Philosophy/Business Economics Study Program Offered in 1996 50

MISCELLANEOUS

Initiator of European Graduate Recruitment Service 54-55
The New Business School 56-57
Books on Change 58-59

KEY FIGURES

Statistics 62-72
Addresses 72-73
Credits 74

Initiator

Abstract:

Since the early 1990s the Careers and Placement Service at the CBS - in Danish Handelshøjskolens Kandidatfor- midling - HKF - has been handling the job preparation and graduate recruitment activities of the CBS. During the past years, a long number of activities has been developed in order to further the dialog between the business community and the CBS graduates and senior students. In 1995, the HKF took the initiative to set up a European graduate broker service.

Ever since its start in 1990, the HKF has expanded its activities in order to strengthen the graduates' knowledge of the business community, particularly the requirements and expectations facing new employees in today's corporate environment. Apart from ordinary job bro- king, the concept today also consists of project assistance, corporate presentations, dialog meetings, recruitment meet- ings, job training and recruit- ment services.

Survey Revealed Great Inter- est in International Careers

From the fall of 1994, the HKF carried through a major survey among all CBS students. This survey documented that there is among the students a great interest in international ca- reers, and also that there is a great need for further informa- tion about possibilities and qualification requirements.

It was therefore decided that to follow up on the survey the HKF would strengthen its inter- national activities, ia by inter- nationalizing all its concepts.

Initiator of European Recruit- ment Cooperation

During the year, after pro- longed negotiations with both Danish and foreign authorities and European business schools, the manager of the HKF, Gitte Hansen, succeeded in establish- ing a European graduate recruitment service. The other participants in the scheme are the Escuela Superior de Administración y Dirección de Empresas in Barcelona, the Rot- terdam School of Management and the Università Commer- ciale Luigi Bocconi in Milan.

- In its activities a European gra- duate recruitment service must meet the demands from the busi- ness community for fore interna- tionally oriented staff. The recruit- ment of internships for

exchange students is given the highest priority in the initial phase since it is a common expe- rience that a strengthening in this area is one of the absolute prerequisites for an effective European graduate recruitment service, says Gitte Hansen.

Apart from common procedu- res for the recruitment of stu- dents and graduates, the European cooperation is based on common guidelines for marketing and information activities. But also ordinary exchange of experience regard- ing job preparation activities, labor market relations and employment policies will be a significant element in the new cooperation.

In 1996, the HKF will take up negotiations with other Euro- pean business schools and uni- versities in order to widen the circle of participants. The aim is to have most of Europe represented in the new, com- mon recruitment service.

Danish Corporations Inter- ested

In October the European gra- duate recruitment service was officially launched with an in- tensive marketing of the con- cept towards a long number of large, internationally-oriented corporations in Denmark. The HKF staff visited the corpora- tions where the need for inter- nationally oriented employees was discussed along with the requirements and expectations from employees with an inter- national profile. Also the possi- bility of putting internships at the disposal of foreign exchange students was discussed.

"The corporations showed great interest in the idea and the con- cept, but at the same time they were interested in a closer coope- ration with the HKF. They esti- mate that this is the only way to implement the ideas. This clearly indicates that the corporations are willing to take their share of the responsibility for making the job applicants and potential employees of tomorrow as well prepared and competent as possi- ble", Gitte Hansen estimates.

Activities Focused on Inter- nationalization

During the year, the HKF has focused on international aspects in almost all the activi- ties arranged. To mention one example there were nine dialog meetings where internationally oriented corporations and CBS students discussed the interna- tionalized jobs of the future. The meetings reflected the uncertainty that many students feel when the debate centers on the requirements and ex- pectations of the corporations in regard to the qualifications of their future employees, ir- respective of whether they are employed in Denmark or abroad.

Another great success was the well-attended conference **"The Workplace of the Future"** in October. At the conference, futures researchers, represen- tatives from the business com- munity and CBS researchers went into a dialog with the CBS students regarding their ex- pectations, wishes and require- ments for their future careers.

of European Graduate Recruitment Service



MARKETING ASSISTANT ALBERTO PELLEGRINI (ON THE LEFT) IS DISCUSSING THE LAST DETAILS OF A MARKETING PLAN WITH MORTEN EGEBJERG, WHO HAS JUST BEEN EMPLOYED.



57

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PERSONNEL MANAGER ANNE MARIE GRUE IS WELCOMING NEWLY APPOINTED MARKETING COORDINATOR MORTEN EGEBJERG, M.SC. IN ECONOMICS AND BUSINESS ADMINISTRATION, ON HIS FIRST DAY AT IVECO. HE GOT THE JOB THROUGH THE CAREERS AND PLACEMENT SERVICE AT THE CBS.

The new Business School

Abstract:

The planning work in connection with the new CBS building is progressing according to the agreed schedule. 1995 was characterized by the project of "arranging" the new building, including determining the location of institutes, departments, administrative departments and facilities.

Key Figures for the New School Building

Gross Floor Area: 26,600 m²

PriceDKK: 496m including VAT and purchase of building site. Part of the 1995 Budget.

Building Start: Fall 1996, except for certain digging projects that are done in the early summer of 1996.

Use/Occupation: June 1999.

Who Move In?: The Faculty of Economics (except for certain institutes), the Library and the Joint Administration.

Main Functions: Teaching rooms comprising 28 auditoriums of varying sizes as well as a number of group rooms.

Student facilities comprising areas for the student organizations.

Service facilities, i.e. bookstore, canteen, caretakers' office, copying department, parking basement, technical facilities,

facilities for the Faculty Administration and a large number of institutes, Library facilities, facilities for the Joint Administration.

Advisors on the Project:

The Building Directorate of the Danish Ministry of Education

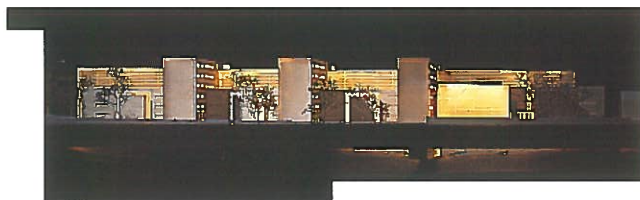
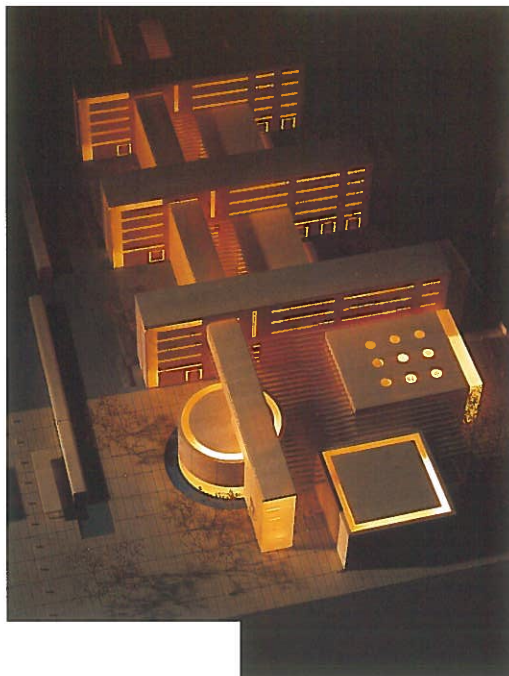
Vilhelm Lauritzen AS, architects

Eleven Design A/S

Stig L. Andersen, landscape architect

Carl Bro Byg A/S, consulting engineers





Further information

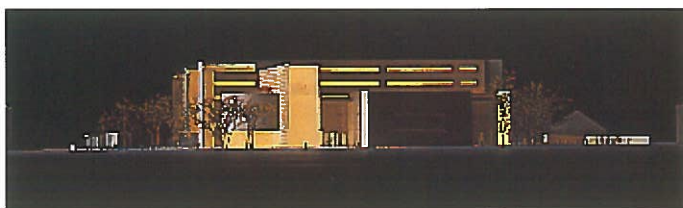
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Books on Change

Abstract:

Management is about change, change of the corporation to adapt to new technical, social and political realities, and change of the national and regional structures in response to new global challenges.

Several new books from the CBS Press focus on the management of change.

Finn Borum, Professor of Organization at the CBS, contributed two books on organizational change in 1995. One in Danish, **Strategier for organisationsændring**, is a head-on confrontation with the idea that organizations are stable structures subject to changes through planning and control. The other one is in English, entitled **Organization, Power and Change**. It emphasizes change as a bottom-up process evolving through the interplay between interest groups. Its analysis is based on an action research project within a hospital. It demonstrates how interests, mobilization and manipulation of power relations, and conflict regulation emerge as pivotal factors for organizational change.

Logistics is a hot issue in a changing world. An English-language textbook, **Managing the Global Supply Chain**, is authored by Professor Philip B. Schary, Oregon State University, and Professor Tage Skjøtt-Larsen.

Larsen, CBS. It takes a different approach to the supply chain than traditional logistics texts. Its primary focus is on supply chain management as an integral part of corporate strategy.

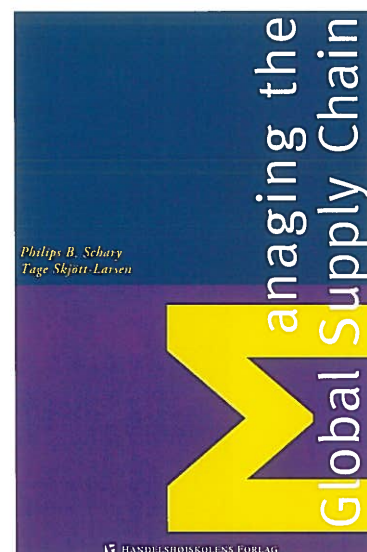
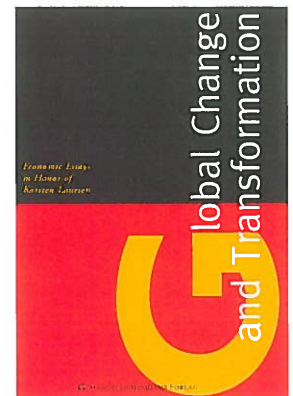
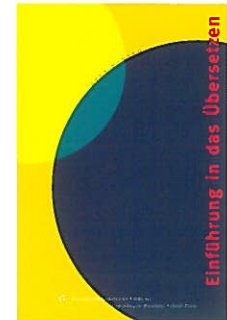
Internationalizing the Cost of Capital while Maintaining Control, edited by Arthur Stonehill and Lars Oxelheim, is an analysis of some 25 Scandinavian corporations which has raised considerable amounts of new share capital in foreign capital markets. The book is prepared for publication in 1996.

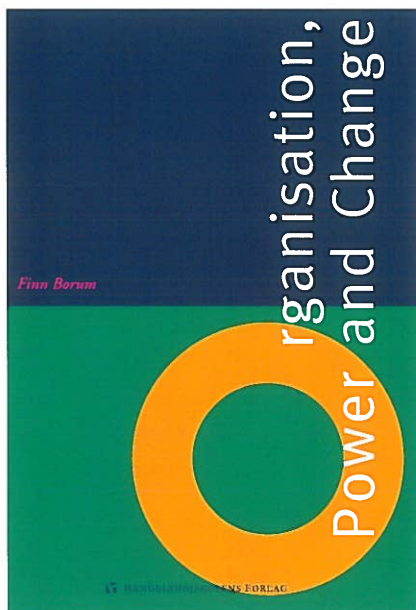
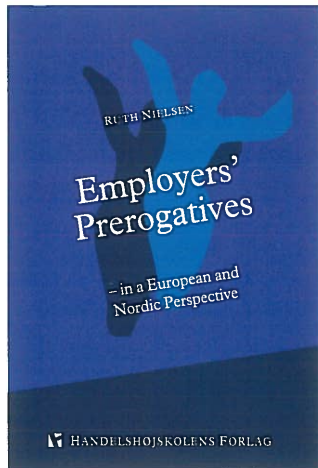
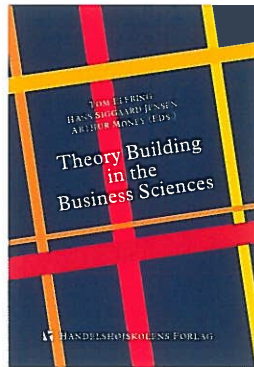
The service sector is the fastest growing sector in the industrialized world. Dr. Bente R. Løwendahl of the Norwegian School of Management has written a new book on Strategic Management of Professional Service Firms to be published in 1996.

The European integration process creates managerial problems, both in Brussels, in member countries and among outsiders.

Erik Holm, a former high-ranking official in the Danish Government and with the European Commission in Brussels, is contributing a new book, **The European Anarchy: Europe's Difficult Road to High Politics**, to be published in the autumn of 1996. He discusses the balance between politics which could be concentrated at Union level and politics which should be left to national states. He calls for a European constitution to sort matters out. One of his conclusions is that monetary integration has to wait.

An understanding of the European dispute is provided by a new book on the political and economic history of very similar problems in the OECD countries. The book, which will be published in 1996, is called **Centralization versus Pluralism** and authored by Professor Charles P. Kindleberger, MIT. The economic historian points out that in ordinary times,





decentralization is both more democratic and helpful for new economic and social innovations than centralization, but that in crises it is strongly desirable to have central direction.

Outsiders' Response to European Integration is edited by Tamar Almor and Seev Hirsch, Associate professor and Professor, respectively, at Tel Aviv University. The seven contributors' home countries are all small, but have intensive economic relations with the European Union. Hence their concern with the potentially negative effects of European integration on outsiders.

A new book by Professor Ruth Nielsen of the CBS Law Department deals with **Employers' Prerogatives - in a European and Nordic Perspective**. It demonstrates how EU law will change the traditional paradigm of Nordic labor law with its stronger emphasis on collective labor law and weaker protection of individual employment rights than in the other EU countries.

Several new books deal with theory and business research methodology. **Rethinking the Boundaries of Strategy**, edited by Joyce Falkenberg and Sven A. Haugland, focuses on integrating the resource based perspective and other perspectives in the field of strategy.

European Research Paradigms in Business Studies and Theory Building in the Business Sciences, both edited by Tom Elfring, Hans Siggard

Jensen and Arthur Money, are collections of papers on methodology arising out of the activity of the European Doctoral Programme Association in Management and Business Administration.

On the Art of Doing Field Research by Ib Andersen, Finn Borum, Peer Hull Kristensen and Peter Karnøe, all of the CBS, presents an experience-based research methodology to give other scholars new inspiration for future preparation and reporting of field studies.

Language texts are important tools in the changing process. A new German text, **Einführung in das Übersetzen**, 180 pages, by Gyde Hansen of the CBS Faculty of Modern Languages, was published in 1995. A new edition of **Sound English**, by Inger Mees, CBS, and Beverley Collins, will be on the market in 1996.

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KEY FIGURES

REPORTS

The Learning University by President Finn Junge-Jensen 2-4
Educational Development by Chairmann Niels Kjeldsen 5

NETWORKING

Closer CEMS cooperation 8-9
Hosting the Annual PIM Meeting 10-11
The Pilot has Left the Bridge- Portrait of a Constructive Fighter 12-13

RESEARCH PROJECTS

New Departments: Department of Informatics
and Management Accounting 16
- Information as a Management Tool
Department of Management, Politics and Philosophy 17
- Holistic View of Management
Department of Logistics and Transport 18
- Logistics Create Coherence
International Monetary Policy 19
Craftsman Culture and High-Tech 20
Mapping of HRM in Europe 21-22
Research Evaluation with Positive Prospects 22-23
Multimedia System for International Cooperation 24-25
Cooperations' Perception of Quality Revealed 26
Economics and Environment Management
- an Inter-disciplinary Cooperation 27
The CBS increases Focus on Eastern Asia 28-29
Eastern Europe Coming Closer 30-31
Knowledge of the Past Vital for Planning the Future 32-33
New Projects at the Faculty of Modern Languages 34-35

EDUCATIONAL PROGRAMS

International Field Studies 38
Increased Cooperation with the Danish School of Art and Design 39
Students Win International Prizes 40-41
B.Sc.IB - Nor just an English Translation of the HA (B.Sc.) 42-43
MBAs Strengthen Corporate Management 44-45
First MPA Degrees Awarded in Denmark 46-47
The CCE - The Center of Rotation between the CBS and
the Surrounding Community 48-49
Philosophy/Business Economics Study Program Offered in 1996 50

MISCELLANEOUS

Initiator of European Graduate Recruitment Service 54-55
The New Business School 56-57
Books on Change 58-59

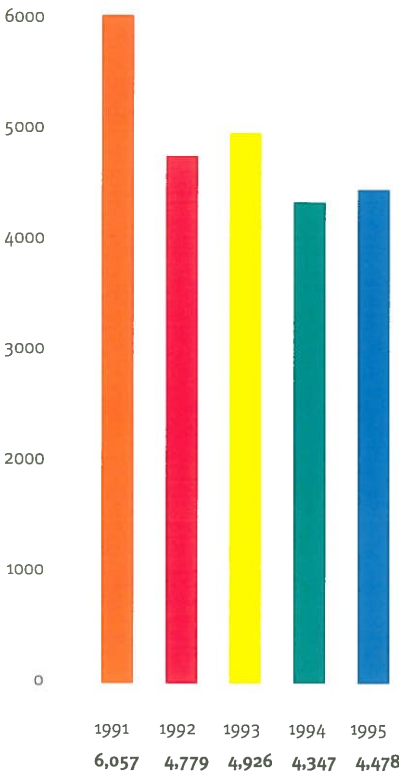
KEY FIGURES

Statistics 62-72
Addresses 72-73
Credits 74

Student Statistics

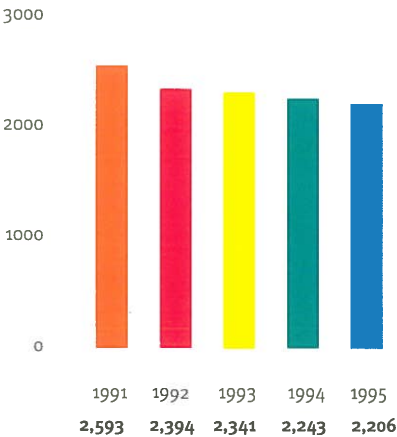
No. of Applications

(ONLY STUDIES UNDER THE COORDINATED REGISTRATION SYSTEM)
Total 1991-95



No. of Applicants with CBS as Their First Priority

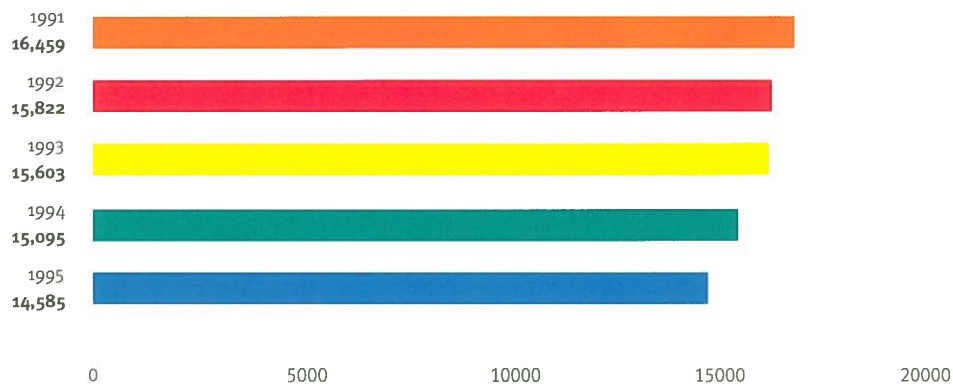
(ONLY STUDIES UNDER THE COORDINATED REGISTRATION SYSTEM)
Total 1991-95



1991 - 1995

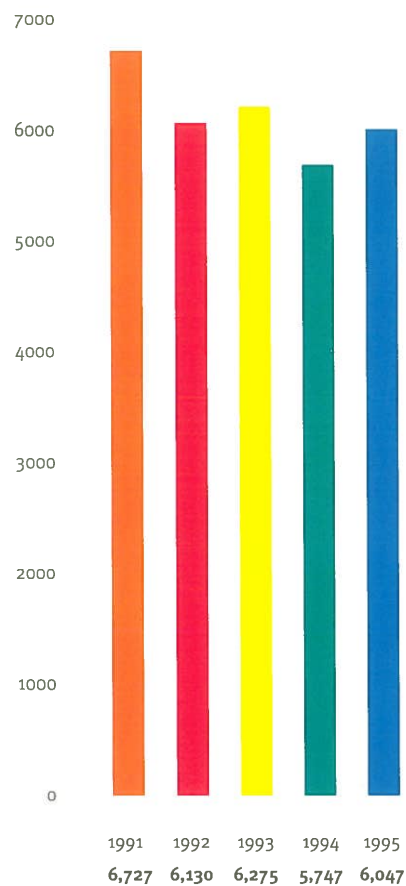
Total Student Enrolment

1991-1995



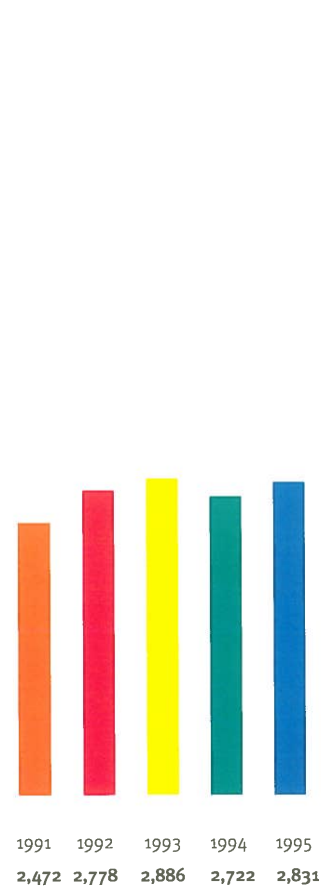
Admission

1991-1995



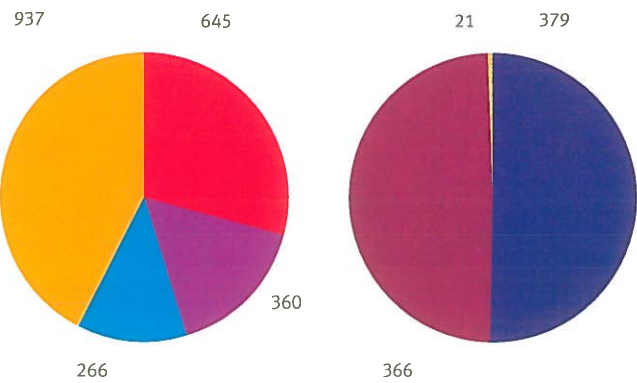
Graduates

(EXCL. HD PART 1 GRADUATES) 1991-1995



Enrolment in Full-Time Programs

TOTAL: 2,974



ECONOMICS AND BUSINESS
ADMINISTRATION PROGRAMS

TOTAL ENROLMENT: 2,208
(INCL. INTEGRATED PROGRAMS)

B.Sc. IN BUSINESS ADMINISTRATION	645
B.Sc. IN INTERNATIONAL BUSINESS	47
B.Sc. IN BUSINESS ADMINISTRATION AND COMPUTER SCIENCE	113
B.Sc. IN BUSINESS ADMINISTRATION AND COMMERCIAL LAW	139
B.Sc. IN BUSINESS ADMINISTRATION AND MANAGEMENT SCIENCE	61
B.Sc. IN BUSINESS ADMINISTRATION AND MODERN LANGUAGES	168
B.Sc. IN BUSINESS ADMINISTRATION AND JAPANESE LANGUAGE AND CULTURE	28
M.Sc. IN BUSINESS ADMINISTRATION AND MODERN LANGUAGES	68
M.Sc. IN BUSINESS ADMINISTRATION AND JAPANESE LANGUAGE AND CULTURE	2
M.Sc. IN BUSINESS ADMINISTRATION	573
M.Sc. IN BUSINESS ECONOMICS AND AUDITING	186
M.Sc. IN BUSINESS ADMINISTRATION AND COMPUTER SCIENCE	66
M.Sc. IN BUSINESS ADMINISTRATION AND COMMERCIAL LAW	74
M.Sc. IN BUSINESS ADMINISTRATION AND MANAGEMENT SCIENCE	38

LANGUAGE PROGRAMS

TOTAL ENROLMENT: 766

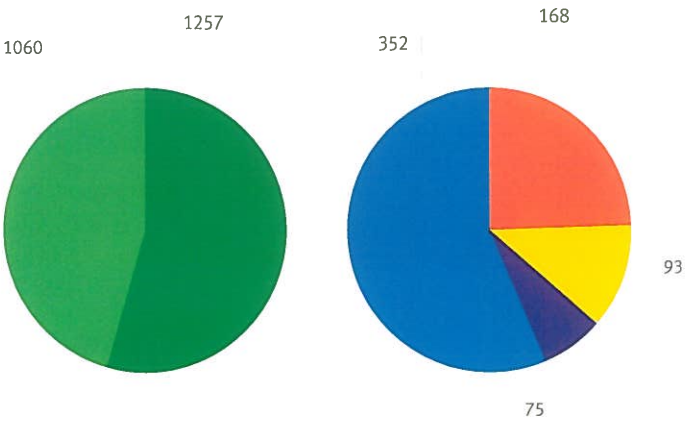
BA IN LSP 379

MA IN LSP 366

SIGN LANGUAGE 21

Enrolment in Part-Time Programs

TOTAL 3,073



ECONOMICS AND BUSINESS
ADMINISTRATION PROGRAMS

TOTAL ENROLMENT: 2,385

HD PART 1	1,257
HD PART 2	1,060
- MARKETING MANAGEMENT	266
- FINANCE AND CREDIT	90
- INFORMATICS AND MANAGEMENT ACCOUNTING	141
- BUSINESS LOGISTICS	56
- ORGANIZATION	158
- FINANCIAL AND MANAGEMENT ACCOUNTING	215
- INTERNATIONAL TRADE	134
MBA	33
MPA	35

LANGUAGE PROGRAMS

TOTAL ENROLMENT: 688

UNDERGRADUATE STUDIES
IN LSP 352

DIPLOMA IN LSP 168

BA SUPPLEMENTARY PROGRAM 93

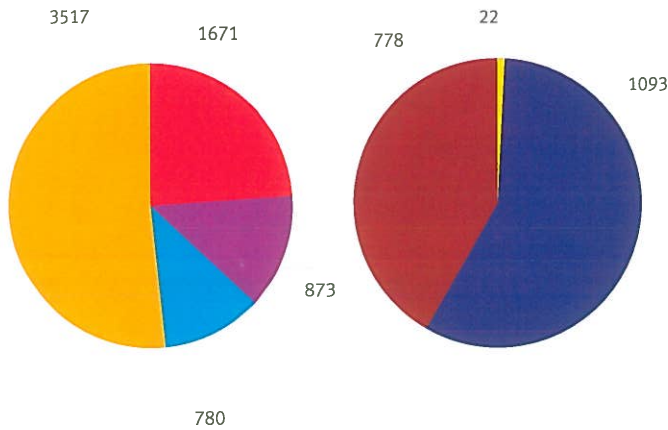
BASIC COURSE IN LSP,
RUSSIAN OR SPANISH 75

Total number of students

AS AT 1 OCTOBER 1995, A TOTAL OF 14,585
STUDENTS WAS ENROLLED

Full-Time Programs

TOTAL: 8,734



ECONOMICS AND BUSINESS ADMINISTRATION PROGRAMS

TOTAL ENROLMENT: 6,841
(INCL. INTEGRATED PROGRAMS)

B.Sc. IN
BUSINESS ADMINISTRATION 1,671

B.Sc. IN
INTERNATIONAL BUSINESS 47
B.Sc. IN
BUSINESS ADMINISTRATION
AND COMPUTER SCIENCE 283
B.Sc. IN
BUSINESS ADMINISTRATION
AND COMMERCIAL LAW 346
B.Sc. IN
BUSINESS ADMINISTRATION
AND MANAGEMENT SCIENCE 197

B.Sc. IN
BUSINESS ADMINISTRATION
AND MODERN LANGUAGES 460
B.Sc. IN
BUSINESS ADMINISTRATION
AND JAPANESE LANGUAGE
AND CULTURE 239
M.Sc. IN
BUSINESS ADMINISTRATION
AND MODERN LANGUAGES 79
M.Sc. IN
BUSINESS ADMINISTRATION
AND JAPANESE LANGUAGE
AND CULTURE 2

M.Sc. IN
BUSINESS ADMINISTRATION 2,123
M.Sc. IN
BUSINESS ECONOMICS
AND AUDITING 843
M.Sc. IN
BUSINESS ADMINISTRATION
AND COMPUTER SCIENCE 191
M.Sc. IN
BUSINESS ADMINISTRATION
AND COMMERCIAL LAW 232
M.Sc. IN
BUSINESS ADMINISTRATION
AND MANAGEMENT SCIENCE 128

LANGUAGE PROGRAMS

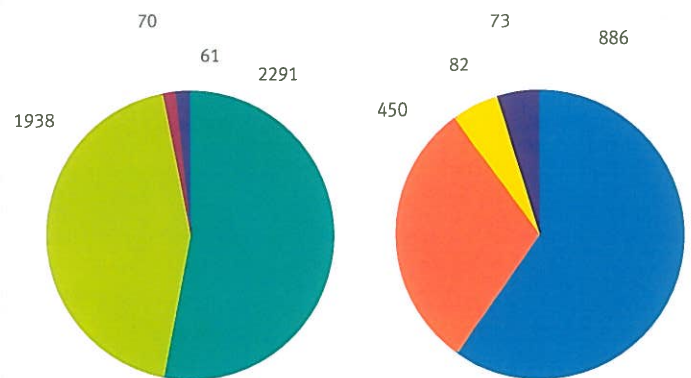
TOTAL ENROLMENT: 1,893

BA IN LSP 1,115

MA IN LSP 778

Open University

TOTAL NUMBER OF STUDENTS IN OPEN UNIVERSITY: 5851



ECONOMICS AND BUSINESS ADMINISTRATION PROGRAMS

TOTAL ENROLMENT: 4,360

HD PART 1 2,291

HD PART 2 1,938

- MARKETING MANAGEMENT 461
- FINANCE AND CREDIT 209
- INFORMATICS AND
MANAGEMENT ACCOUNTING 221
- BUSINESS LOGISTICS 101
- ORGANIZATION 259
- FINANCIAL AND
MANAGEMENT ACCOUNTING 420
- INTERNATIONAL TRADE 267

MBA 61
MPA 70

LANGUAGE PROGRAMS

TOTAL ENROLMENT: 1,491

UNDERGRADUATE STUDIES
IN LSP 886

DIPLOMA IN LSP 450

BA SUPPLEMENTARY PROGRAM 82

BASIC COURSE IN LSP,
RUSSIAN OR SPANISH 73

FURTHERMORE, AS AT 31 DECEMBER, 1995, A TOTAL OF 113 PH. D.
STUDENTS WAS ENROLED. OF THESE, 97 ARE ENROLED AT THE FACULTY OF
ECONOMICS AND BUSINESS ADMINISTRATION, 14 AT THE FACULTY OF
MODERN LANGUAGES, AND 3 AT THE DEPARTMENT FOR INTERCULTURAL
COMMUNICATION AND MANAGEMENT.

Graduates

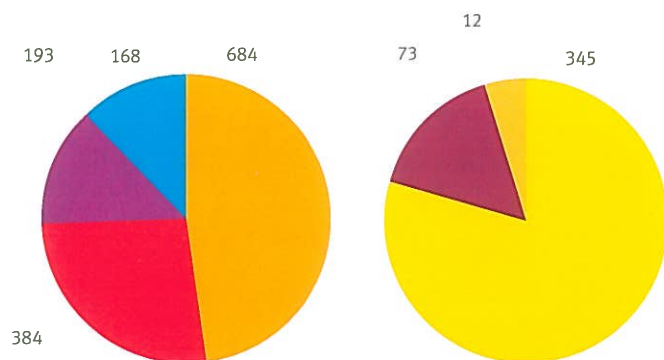
IN THE PERIOD 1 OCTOBER 1994, TO OCTOBER 1995, A TOTAL OF 2,831 STUDENTS GRADUATED (LESS HD PART 1).

Open University

TOTAL GRADUATES : 972

Full-Time Programs

TOTAL: 1859



ECONOMICS AND BUSINESS ADMINISTRATION PROGRAMS

TOTAL ENROLMENT: 1,429
(INCL. INTEGRATED PROGRAMS)

B.Sc. IN BUSINESS ADMINISTRATION 384

B.Sc. IN BUSINESS ADMINISTRATION AND COMPUTER SCIENCE 66
B.Sc. IN BUSINESS ADMINISTRATION AND COMMERCIAL LAW 77
B.Sc. IN BUSINESS ADMINISTRATION AND MANAGEMENT SCIENCE 50

B.Sc. IN BUSINESS ADMINISTRATION AND MODERN LANGUAGES 127
M.Sc. IN BUSINESS ADMINISTRATION AND MODERN LANGUAGES 41

M.Sc. IN BUSINESS ADMINISTRATION AND MODERN LANGUAGES 481
M.Sc. IN BUSINESS ECONOMICS AND AUDITING 123
M.Sc. IN BUSINESS ADMINISTRATION AND COMPUTER SCIENCE 23
M.Sc. IN BUSINESS ADMINISTRATION AND COMMERCIAL LAW 40
M.Sc. IN BUSINESS ADMINISTRATION AND MANAGEMENT SCIENCE 17

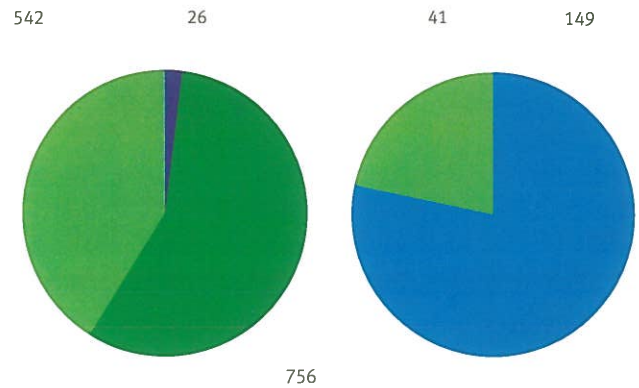
MODERN LANGUAGES PROGRAMS

TOTAL ENROLMENT: 430

BA LING. MERC. 345

MA IN LSP 73

SIGN LANGUAGE 12



ECONOMICS AND BUSINESS ADMINISTRATION PROGRAMS

TOTAL GRADUATES: 782

LESS HD PART 1

HD PART 1 542

HD PART 2 756

- MARKETING MANAGEMENT 109
- FINANCE AND CREDIT 64
- INFORMATICS AND MANAGEMENT ACCOUNTING 54
- BUSINESS LOGISTICS 34
- ORGANIZATION 75
- FINANCIAL AND MANAGEMENT ACCOUNTING 153
- INTERNATIONAL TRADE 267

MBA 26

MPA 0

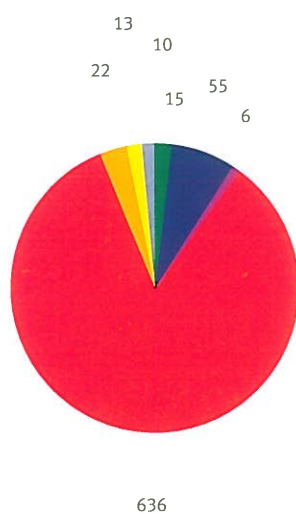
LANGUAGE PROGRAMS

TOTAL GRADUATES: 190

UNDERGRADUATE

STUDIES IN LSP 149

DIPLOMA IN LSP 41



Number of Foreign Students

BREAKDOWN BY COUNTRY:

AFRICA	15
ASIA	55
AUSTRALIA	6
EUROPE:	636
NORTH AMERICA:	22
SOUTH AMERICA:	13
UNKWOWN	10

AS AT 1 OCTOBER, 1995, A TOTAL OF 791 FOREIGNERS WAS REGISTERED AS STUDENTS. OF THESE, 238 PARTICIPATED IN INTERNATIONAL STUDY PROGRAMS.

BREAKDOWN BY COUNTRY (25 STUDENTS OR MORE):

FRANCE:	30
HOLLAND:	25
ICELAND:	39
ITALY:	37
NORWAY:	124
SPAIN:	42
UNITED KINGDOM	55
SWEDEN:	38
GERMANY:	71
USA:	34

CBS Personnel

- By Area and Gender

Permanently Employed

	MALE	FEMALE	TOTAL
PERMANENTLY EMPLOYED PERSONNEL	333	349	682
ACADEMIC PERSONNEL	219	97	316
ECON.*	161	31	192
LANG.**	32	56	88
IKL***	16	8	24
LIBRARY	10	2	12
ADMINISTRATIVE PERSONNEL	114	252	366
ECON.*	40	117	157
LANG.**	11	50	61
IKL***	2	7	9
LIBRARY	26	30	56
CBS ADMINISTRATION	35	48	83
EXTERNAL ASSOCIATE PROFESSORS, TOTAL	189	TEACHING ASSISTENTS, TOTAL 852	
ECON.*	160	ECON.*	573
LANG.**	19	LANG**	128
IKL***	10	IKL***	151

Scientific Personnel

AS AT 31 DECEMBER, 1995 - BY MAIN AREA AND POSITION

FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION TOTAL: 192

	MALE	FEMALE	TOTAL
ASSISTENT PROFESSORS	9	4	13
SENIOR ASSOCIATE PROFESSORS	11	2	13
RESEARCH ASSISTANT PROFESSORS	6	0	6
RESEARCH ASSISTENTS	9	3	12
RESEARCH ASSOCIATE PROFESSORS	3	0	3
RESEARCH PROFESSORS	1	0	1
VISITING ASSOCIATE PROFESSORS	4	1	5
VISITING PROFESSORS	2	0	2
INFORMATION TECHNOLOGY STAFF	2	0	2
RESEARCH FELLOWS	1	3	4
ASSOCIATE PROFESSORS	94	16	110
FULL PROFESSORS	19	2	21

* FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION
** FACULTY OF MODERN LANGUAGES
*** DEPARTMENT OF INTERCULTURAL COMMUNICATION AND MANAGEMENT

Scientific Personnel

31.12.95

FACULTY OF MODERN LANGUAGES TOTAL: 88

	MALE	FEMALE	TOTAL
ASSISTENT PROFESSORS	4	7	11
HEADS OF SECTION	1	0	1
ASSOCIATE PROFESSORS	0	2	2
SENIOR ASSOCIATE PROFESSORS	2	2	4
RESEARCH PROFESSORS	1	2	3
ASSOCIATE PROFESSORS	21	42	63
FULL PROFESSORS	3	1	4

DEPARTMENT OF INTERCULTURAL COMMUNICATION AND MANAGEMENT – TOTAL: 24

	MALE	FEMALE	TOTAL
ASSISTENT PROFESSORS	1	3	4
HEADS OF SECTION	1	0	1
ASSOCIATE PROFESSORS	1	0	1
SENIOR ASSOCIATE PROFESSORS	1	0	1
RESEARCH ASSISTANT PROFESSORS	2	0	2
RESEARCH ASSISTANTS	1	0	1
RESEARCH ASSOCIATE PROFESSORS	1	0	1
RESEARCH FELLOWS	2	0	2
ASSOCIATE PROFESSORS	6	5	11

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