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An International Business School

The year 1996 marked the end of a core phase in the continuing strategic development of the Copenhagen Business School. Through three years of intensive work to develop visions, goals and plans of action, launch and implement strategic activities and conduct internal and external evaluation of research and study programmes, we have created a strategic platform for the role of CBS in the global knowledge society as well as in the Danish business community and Danish society.

In order to round off this work, the Copenhagen Business School took part in the first series of evaluations of management systems at selected European universities carried out by the Association of European Universities (CRE). In the autumn of 1996, a group of international experts published their assessment of the situation and strategic options of the Copenhagen Business School.

The 1996 Annual Report includes a summary of some of the main conclusions of the CRE report. In line with tradition, the report also describes the central activities, results and events which have characterised the year and helped bring forth the strategic growth of CBS.

International Profile with National Roots

CBS strengthened its global network in 1996. PIM (pp. 14-15) is now expanding with the best business schools in Asia, Latin America and South Africa. In the CEMS Network (pp. 12-13), the number of graduates and the co-operation in research and continuing education will increase.

In 1996, CBS hosted the largest number of non-Danish guest professors ever and more than 800 international students.

The quality of CBS research was underscored by a strong increase in the volume of international activities and publications and the largest number of doctoral theses in the history of the school.

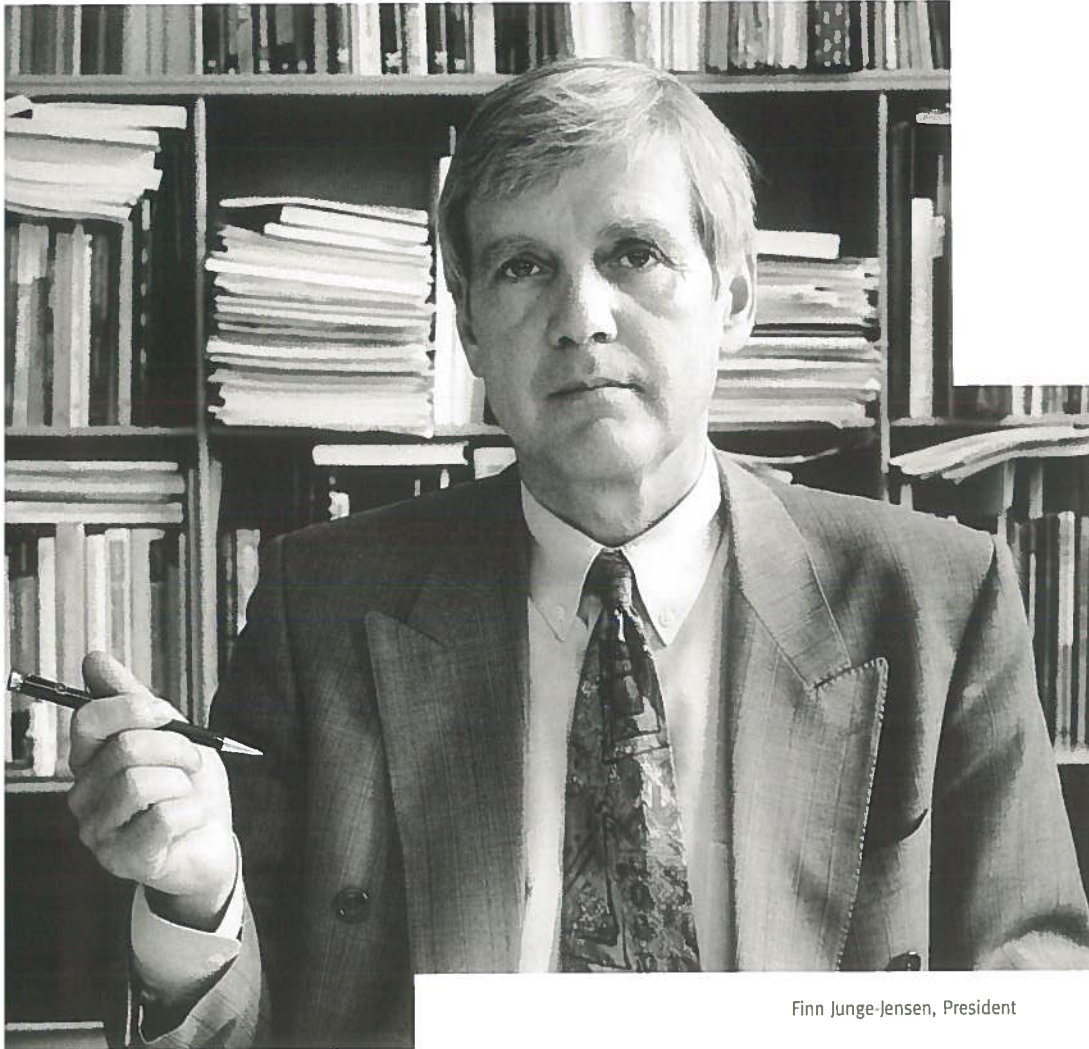
The co-operation in the Øresund Region was boosted by new activity. These initiatives will contribute to development of the region as an important European knowledge centre (pp. 16-19).

Professional Breadth and Cross-disciplinary Co-operation

The complexity, change and unpredictability of the knowledge society create a need for constant development of new understanding and competence. While the strategic process has focused on the research of CBS, new professional areas and crossdisciplinary initiatives have been established.



The Faculty of Economics and Business Administration, the largest social science school in Denmark, has incorporated areas such as technology management, political management, environmental economics and environmental management, design management, philosophy and company history. The Faculty of Modern Languages has defined itself as a School of Language, Communication and Culture.



Finn Junge-Jensen, President

The Learning University. From Mass Education to Individualised Talent Development.

In 1996, the Copenhagen Business School decided to invest heavily in the development of an environment for innovative learning processes using multimedia-based tools to increase the mobilisation of student resources. The first CD-ROM-based case study of a firm described Microtronic A/S, a typical Danish medium-sized niche company with a leading position in the global market. It was used in the

induction period for the reformed BSc programme (pp. 52-53). The case study has been scribed as "a world class educational and technical achievement."

The newly established MA programme in International Business Communication has students communicating with each other and their teachers using PCs and the Internet. In the MSc programme in Business Administration and Computer Science, students can now specialise in the design of multimedia and interactive systems. These

initiatives demonstrate that education for many does not necessarily have to be mass education.

The Learning University. A Learning Organisation:

The CRE report outlines the following requirements for a learning organisation:

- experimenting and risk-taking
- monitoring and evaluation
- openness, curiosity and willingness to admit mistakes

- built-in problem solving mechanisms
- absence of complacency
- internal and external networking and benchmarking activities.

Through its support for experiments and numerous evaluation and benchmarking activities, as well as through the expansion of its regional and global strategic alliances, CBS has worked hard to create the foundation for a learning organisation - and according to the CRE report with some success.

Partnership with Business

In 1996, CBS strengthened its close ties to the business community through numerous activities. This report contains several examples:

- Students as sparring partners for business (p. 55)
- Centre for Design and Corporate development (pp. 40-41)
- Activities in technology management and innovation (pp. 34-41)
- First Danish company case study on CD-ROM (pp. 42-45).

The concepts of management education and executive development have been in particular focus (pp. 20-33). CBS intends to work towards the establishment of an international management education centre in close co-operation with partners in the Øresund Region.

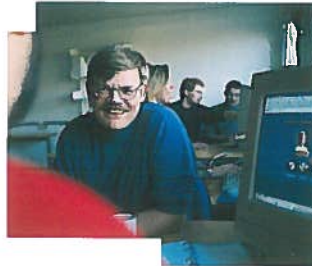
An International Management Education Centre

In the knowledge society, the ability to develop and utilise human resources will be decisive for the competitiveness of companies. Globalisation and technological development require constant innovation and leaders who are well-equipped for these challenges.

Therefore, we register a significant increase in the demand for internationally oriented management education and a growing tendency towards professionalisation of management functions in the private sector as well as in public and semi-public institutions.

In order to meet this demand, CBS aims to substantially develop its management programmes. Over the past few years, the CBS Centre for Continuing Education (HHE) has initiated several management development programmes based on action-learning methods.

In Denmark there should be national management programmes at top international level so that Danish executives do not necessarily have to travel abroad to acquire such competitive competence. The perspectives for the Øresund Region include favourable prospects for the establishment of a management education environment in the top international league.



Multimedia individualises the learning experience for many students and moves CBS in a new direction away from mass education.



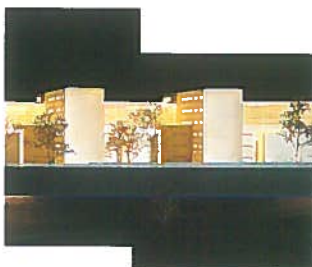
In 1996, CBS had the largest number of visiting professors ever. One of them was Professor John Zysman from the University of California at Berkeley.



Students at CBS are used increasingly as sparring partners with companies.



The Center for Design and Business Development, for which Tom Kristensen, Associate Professor at CBS (left) and Keld Amundsen, Rector of Danmarks Designskole (right), were the major initiators, is an example of an activity focused on interaction with the business community.



The strategic foundations, put into place over the past three years, have prepared CBS to become an international, top-notch business university. The new buildings to be erected over the next few years will provide the physical foundations as well.

The prerequisites for such a centre are primarily linked to the following:

First, the knowledge base of the Øresund Region provides a unique environment for developing and exploiting the synergy between institutions with distinct education and research profiles and competence. Close co-operation has already been established in the shape of the Scandinavian Academy of Management Studies, involving the School of Economics and Management at Lund University (EHL), the Management Institute in Lund (MiL) and the upcoming University of Malmö. Proposals have also been discussed for the creation of a consortium between the schools offering master's degrees in the Øresund Region. These include the Copenhagen Business School, the School of Economics and Management at Lund University and the Copenhagen International Management Institute (CIMI) which have developed an international E-MBA programme through a joint Danish-Swedish initiative.

Secondly, the Scandinavian management tradition contains elements such as flat organisational structures which suit the particular conditions of the knowledge society. Other such elements are the short distance between management and employees, the balance between individualism and teamwork, the ability to function efficiently while at the same time enjoying a high degree of freedom, the respect for "soft" values and quality of

life and a tradition of combining theory and practice. Thirdly, the region has an internationally oriented management research environment in which, in co-operation with other Danish and international schools, and in partnership with the business sector, CBS develops new knowledge as a basis for the management programmes.

In coming years, the Copenhagen Business School will work intensively to develop an international management education centre based on these three pillars. As "a centre without walls", it is to maximise the synergy between the schools, create an international position for the Øresund Region, and constitute the physical framework on the Danish side of Øresund for numerous management education activities.

The centre could house the master's programmes of CBS and CIMI, the Management Development Programmes and management seminars of CBS-CCE and CIMI, and an "International Institute of Applied Management Studies". This would create a link to an application-oriented scientific environment and retain and further develop the close connections to foreign business schools and guest professors.

1997-2002: Towards a Business School in the Top International League

The intensive work of the past three years has laid the strategic foundation for developing CBS into a business university in the top international league.

An extensive construction project over the next few years will provide the physical foundations for study and research in the future. The first phase of the project starts in 1997 with a DKK 500 million government grant. In 1999 the first 27,000 m² of the building will be finished. After this, the 2nd phase can start with an additional 11,000 m² so that by 2002 all CBS activities can take place in Frederiksberg.

Private Funds Necessary

Government grants form a solid foundation for CBS. It is, however, vital to procure further resources in order to live up to the demands of research and education in the top international league. Only in this way can the next generation achieve the best conditions for strengthening trade and industry and maintaining Denmark's position in the world market. The additional funds will be invested in modern study environments based on advanced technology, international research centres, guest professorships, suitable housing for guest professors, housing for exchange students and an international management education centre.

The public system is unable to carry the burden alone. The foundation has been secured, but the extra quality that will ensure CBS a place in the next millennium among the best international business schools must be sponsored by private sources. In the coming years, CBS will attempt to procure these necessary resources.

Finn Junge-Jensen
President

Establishing a Leading Position

The Copenhagen Business School's goal to establish itself as the number one business school in Denmark and as one of the top business schools in Europe is neither the result of vanity nor overwrought ambition. It is simply a necessity if the school is to fulfil its obligation to Danish society and to the business community.

More Business People with Advanced Education

Commercial study programmes and the use of university graduates in the business sector have been thoroughly studied in recent years. Several surveys have shown that the number of employees with graduate degrees has increased in companies even in a period of recession and overall decline in employment.

Professionalisation of Work Functions

Documenting the reasons for this development, the surveys point to radical changes in job content. Whenever vacant positions are to be filled, there is a clear tendency that the jobs become "professionalised". This may lead to the take-over by graduates of functions which were previously performed by employees with lower levels of education.

The increasingly competitive environment requires highly-qualified people who can contribute to rationalisation and higher efficiency through introduction of new technology in administration, sales, marketing and finance.

Many functions have become more comprehensive and complex, creating a need for highly qualified employees who can do more than carry out one type of task. They must also be able to work in teams to solve larger projects.

Increased Emphasis on Personal Qualifications

The management element is apparent in still more functions as a result of the increasing decentralisation of knowledge and decision-making. This means that, in addition to theoretical knowledge, increased emphasis is put on personal qualifications such as initiative, flexibility and the ability to co-operate.

Demand for International Orientation

A further, essential requirement is the demand for an international approach and strong communicative abilities, not just in Danish, but also in one or more foreign languages.

Strategic Initiatives, Involving All

In striving to establish its leading position, the Copenhagen Business School has made impressive efforts to create the strategic foundation for further successful development of CBS programmes and research. These efforts have not been limited to the general level, but include all programmes, management levels and all members of staff.

Quality Projects

The Copenhagen Business School has also continued numerous interesting projects with the aim of evaluating and improving quality, most prominently the participation in the first round of the evaluation of management systems and strategy development carried out by the Association of European Universities (CRE). Quality development is included as a central as well as general element in the strategic work since high quality in education and research is highly important for the ability of businesses to survive the competition, both on domestic and international markets.

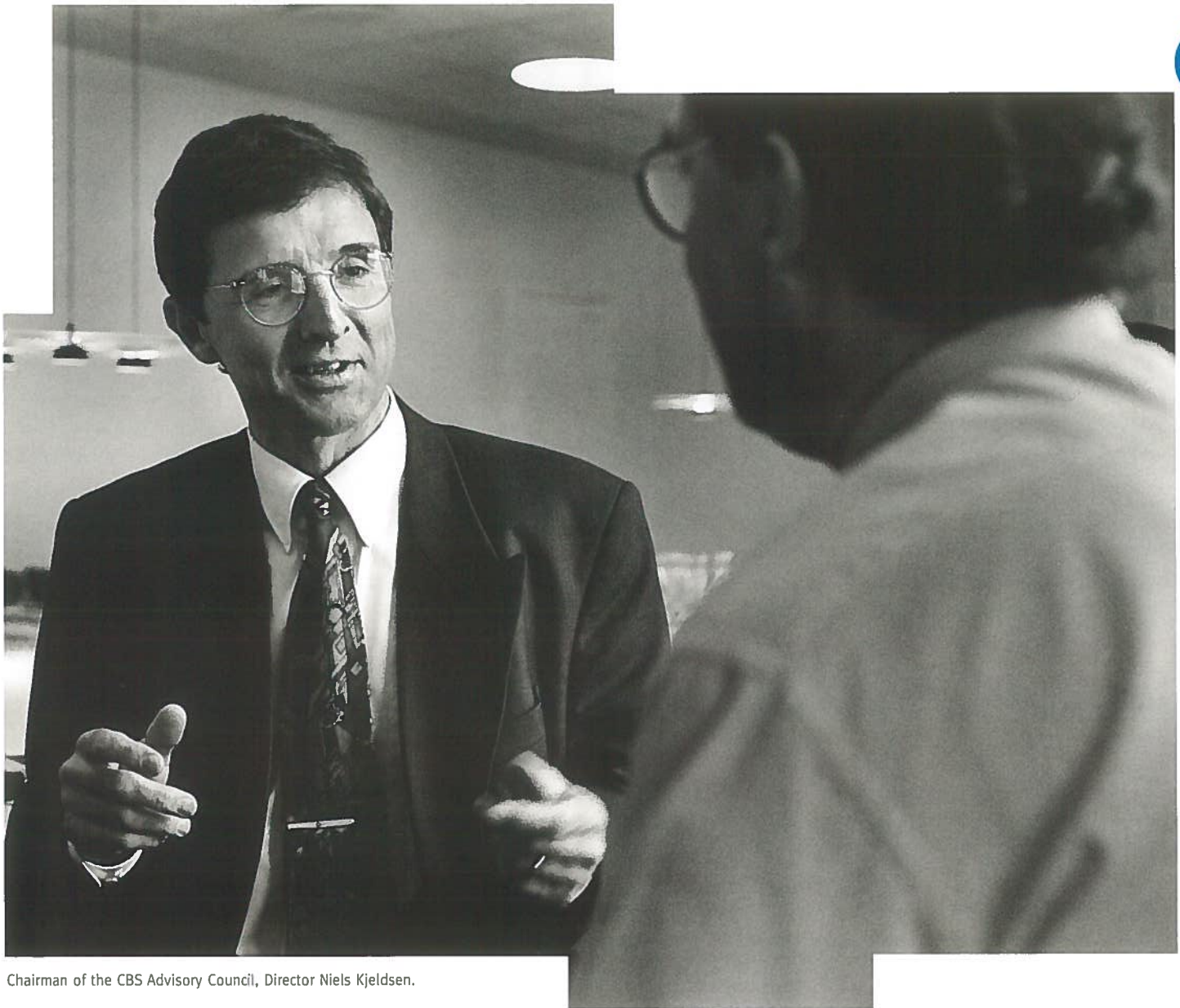
Niels Kjeldsen
Chairman of the
CBS Advisory
Council

The Assignments of the Advisory Council

It is the responsibility of the Advisory Council to monitor the School's activities and to assume an advisory function. The Council seeks to carry out this task by:

- contributing to the implementation strategy development at the Copenhagen Business School in line with the needs of the business sector and society.
- contributing to the implementation of high quality in research and education.
- contributing to the development and promotion of CBS' position as a leading, internationally-oriented business school.

Members of the Advisory Council for the Copenhagen Business School include six representatives of the business community appointed by FUHU (the Danish Society for the Advancement of Business Education). The Advisory Council was established as a replacement for the former



Chairman of the CBS Advisory Council, Director Niels Kjeldsen.

Board in 1965 when the Danish government took over the financing of the study programmes and research activities, and thus actual funding responsibility. The Advisory Council has retained its supervisory duty, and in this capacity primarily emphasises its advisory function. This function has assumed increasing significance for the interaction between the Copenhagen Business School and the commercial and industrial sectors which take the majority of young business graduates or use the School for continuing education of their staff.

Members of the Advisory Council 1996:

Appointed by FUHU:

Niels Kjeldsen, Chairman
CBS Advisory Council
Ejnar C. Kjeldsen A/S

Director Preben Kendal
Unibank A/S

Director Tom Knutzen
NKT Holding A/S

Director Klavs Olsen
Christian Olsen Holding A/S

Director Claus Valentiner
Winthertur

President Jeanette Ørsted
The Danish Association of
Business Language
Graduates

Ex-officio members:

President Finn Junge-Jensen
CBS

Vice President
Bente Kristensen
CBS

Appointed by the CBS
technical/administrative
staff:

Senior Assistant
Liza Klöcker-Larsen

Student representatives:

Alice Christensen

Karsten Stryger

Observers:

Director Poul Erik Petersen
The Danish Association of
Business Economics
Graduates

Director Ole Wiberg
FUHU

Private Funds

Necessary for International Quality

Denmark would be able to have a business school that can measure up to the best in the world with the contribution of private funds. In order to increase the value of the significant public investment in the building of a new school, the Copenhagen Business School has initiated a comprehensive and ambitious fundraising project to procure the extra resources that will help place CBS in the top international league.

The information society of today is highly demanding in terms of the competitiveness required of Danish companies, particularly their ability to benefit from the human resources available. By continually generating new knowledge and offering life-long education, CBS may play a decisive role in the future of Danish society and business life.

This key position can only be achieved if the school contributes research of international standing and offers attractive study programmes in an international environment, producing graduates with qualifications matching the requirements of both Danish and international companies.

Private Funds Necessary for International Quality

A DKK 500 million grant from the Danish government has enabled CBS to embark on the most comprehensive construction work in the history of the school. The project will allow the school to gather its myriad of activities under one roof for the first time in many years, thus providing CBS with an opportunity to realise its goal of being among the best in the world. It is however, essential to produce further resources if CBS is to live up to the quality demands of research and education in the top international league. These resources will be used for investments in creating:

- an advanced study environment based on the most up-to-date technology
- international research centres
- visiting professorships
- a hall of residence for international foreign students
- an international management centre.

Fundraising Strategy

CBS has established two fundraising committees, one in Denmark and one in the United Kingdom. Committee members have been drawn from the upper echelons of business and industry. Both committees are being chaired by Steen Langebæk, K.B.E.

"Establishing the best possible educational foundation for the coming generations is not only a challenge, but a simple duty of the present generation in which trade and industry should naturally participate," says Steen Langebæk.

The fundraising effort is led by Development Consultants Anne-Marie Wivel and Regitze Oppenheim. Wivel, based in Copenhagen, is responsible for Denmark and Norway, while Oppenheim, operating from London, is pursuing British and international funding resources.

Implementation Points

- A portfolio of specific fundraising projects has been established. Donations in cash and kind are applicable to various projects.
- A prospect list has been drawn up and a large number of research visits has been carried out.

- The Committee members and other individuals identified for their ability to suggest prospects and make introductions have been crucial in mapping the routes to potential sponsors.
- The list comprises a mix of individuals, companies, corporations and trusts representing all areas of business and industry.
- Though the fundraising project has only completed its feasibility and preparatory stages, the concept has already received widespread positive response from business and industry leaders in Denmark and abroad.

International Co-operation

Over the last decade CBS has developed an international profile. The school has formed a number of partnerships with leading business schools world wide. The aim of this activity is to develop and encourage research co-operation and to ensure exchange opportunities for staff and students alike.

Successful promotion of these aims depends on the ability to create an intellectually challenging environment underpinned by appropriate physical conditions.

Private Sponsorship in 1917 and in 1997

The Copenhagen Business School was founded in 1917 by progressive Danish business people as a private insti-



tution. In 1965 it became part of the public educational system and benefits from substantial and stable revenue and capital funding.

Over the years, CBS has continued to receive support from private foundations and companies. However, the prevailing tradition in Denmark is to finance research and education via the government budget and only recently has it been realised that generous government funding may not be adequate to achieve international excellence in performance.

In 1997, it is yet again time for the progressive private sector to contribute its support to secure that the school can fulfil its appropriate role in developing the society. The school is keen to renew and enhance its relationship with the business community and develop a dialogue that can help keep CBS at the leading edge internationally.

"We know that in 1999 the new building will be ready and we shall move to our new premises. The government has made certain that there is a solid financial foundation; the fundraising project will



President Finn Junge-Jensen cuts the first sod.

create the extras that will place us in the international league," says Finn Junge-Jensen, CBS President. "We are looking forward to solid back-up from companies, foundations and private individuals wanting to give CBS a prominent position in the international world of business research and education. I am delighted that the School has succeeded in convincing Steen Langebæk K.B.E. to assume the post as chairman for the Fundraising Committee."

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External evaluation of CBS' Strategic Management

Recent years have seen academic research and study programmes exposed to repeated evaluation. Now the spotlight is on the management structure. Under what conditions do research and education function?

In 1996, the Copenhagen Business School had its strategic planning, quality development and management and information systems evaluated. CBS was the first institution of higher education in Denmark to undergo such scrutiny. Auditors for CRE, the Association of European Universities, carried out the comprehensive evaluation.

The object was to test CBS' goal of being one of the best schools of its kind in Europe.

Praise, Criticism and Recommendations

The report commends several positive aspects including the management of the strategic process, the constructive role played by FUHU in the work of CBS, the international research and education networks and especially the decentralised and development-minded organisation that characterises the school.

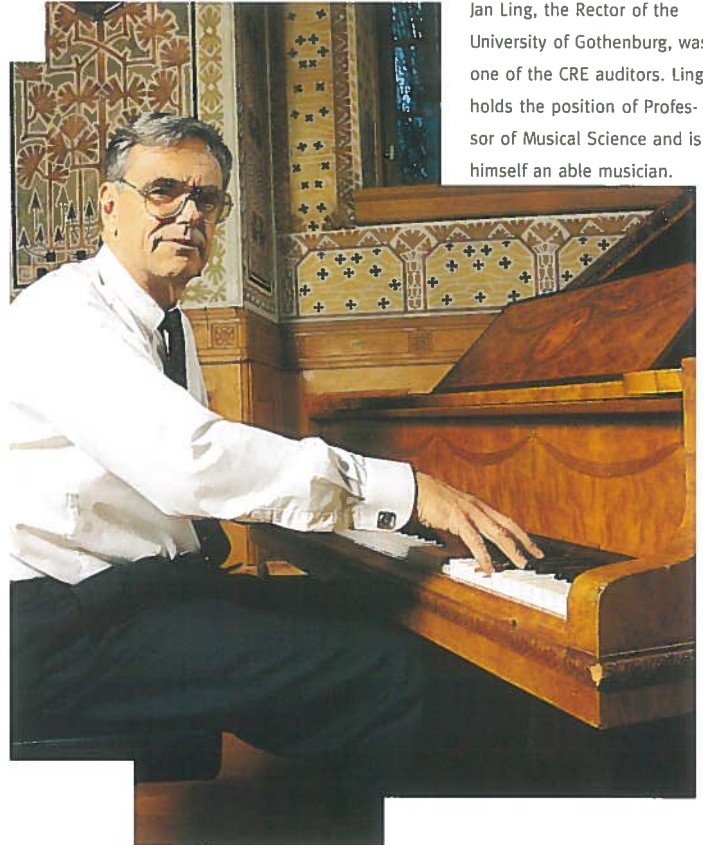
However, the report also contains critical remarks. The information portfolio on regional and international project opportunities, is too fragile. The central service functions could be more efficient. CBS could be better at converting opportunities into specific projects.

The auditors also comment on the school's external conditions, as determined by Parliament and the Minister for Education. The detailed regulation of academic staff recruitment is not conducive to the initiative required of an international business school. They note that the possibilities for saving up capital and, for example, carrying out consultancy work are too limited.

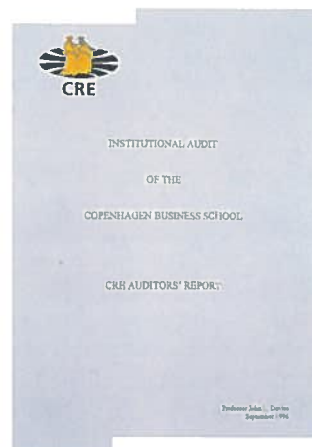
The auditors see the modest share of private and international financing as a serious threat to the autonomy of the school. Considering that the school may have the lowest funding rates for its programmes, the efforts to provide private and international resources are too modest particularly when compared with the competing business schools.

Clarification Process Initiated:

CBS must be a learning organisation willing to experiment, take risks and have extensive networks. There is no question that the school must be international. What remains to be discussed is the extent to which CBS has achieved these goals.



Jan Ling, the Rector of the University of Gothenburg, was one of the CRE auditors. Ling holds the position of Professor of Musical Science and is himself an able musician.



However, consensus has yet to be reached on whether CBS must try to conform to CRE's definition of an international institution of higher education.

In debates at management seminars and in the governing bodies, some researchers have expressed dissent with regard to the requirements of the CRE recommendations: Are the seven criteria compatible with being a Danish research institution? Can research integrity be preserved if the share of private funds is heavily increased? Is it not research rather than consultancy work that needs strengthening? Is the report too heavily focused on peripheral services, such as consultancy and executive programmes, while degree programmes receive less attention even though they, and research, are the core services of CBS?

"Some of the requirements for being an international business school can be argued as can some of the points of criticism. But the report has, beyond a doubt, offered an inspiring perspective on the strategic process of the school. At a seminar held last September in Paris by CRE for the evaluated universities, our way of working with strategic development was strongly commended. Danish universities can learn a great deal, for instance about cooperation with companies and international organisations, but there is no reason for false modesty. We also have something to teach European universities, including how to use the knowledge of staff and students in an open organisational structure," says President Finn Junge-Jensen about the report.

The findings of the report are reflected in debate on the identity and objectives of the Faculty of Economics and Business Administration. The internal debate at CBS will be followed up by discussions with CBS' external collaborators, such as the Ministry of Education.

The many specific recommendations of the report will also be discussed in the relevant governing bodies, where the report will serve as inspiration for seeing the activities in a fresh perspective.

The four auditors have agreed to return in 1998 to assess whether the school has improved in putting its visions into practice.

What expectations do the auditors have ?

The authors of the report list seven points that the school must live up to in order to be considered an international business school:

1. A strong research and consultancy profile with contract work at an international level.
2. Graduate and MBA programmes with international recruitment.
3. Internationally recruited research staff and/or researchers operating at an international level.
4. Significant international student exchange.
5. Internationally trend-setting research centres.
6. Well-chosen, international strategic alliances, based on substantial benchmarking.
7. An indisputable leadership role in Denmark.

How can the school fulfil the requirements for an international class business school?

The auditors make the following suggestions:

1. Enhance research performance across the board: this is currently uneven.
2. Increase the number of doctoral students. Consider introducing the practice-related DBA (Doctor of Business Administration).
3. Diversify income structure to secure more real autonomy. There should be a much larger proportion of income from international research and consultancy.
4. Strengthen participation in international executive development programmes such as the new Programme for International Managers in Europe (PRIME).
5. Internationalise the MBA and MPA programmes.
6. Enhance the status of CBS both as a natural port-of-call for high-level policy advice to companies and government and as a significant agenda setter on contemporary issues.
7. Enhance the growing international profile of the faculty.

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Facts about the CRE Audit

The foundation for the audit was the CBS self evaluation study "CBS: A Learning Organization". The four auditors were Professor Jan Ling, Rector of Gothenburg University, Professor John Kelly, formerly Registrar, University College, Dublin, Professor John Davies, Pro Vice Chancellor of Anglia Polytechnic University, and Professor Virgilio Meira Soares, Rector of University of Lisbon. They visited the school twice, meeting with about 90 scientists, students, administrative staff and external collaborators.

New Intensity in CEMS Co-operation

The co-operation of the Community of European Management Schools (CEMS) is under constant development with the aim of promoting integration. Academic collaboration has particularly taken a major step forward with various conferences and the publication of a business review.

Academics Still More Involved

The 2nd annual academic conference in 1996 marked a boost to the co-operation among CEMS school researchers underlining the pioneering element in the CEMS idea. The purpose of the conference was to give younger academics an opportunity to present their research projects, exchange experiences and build up networks for future co-operation. More than 60 researchers from 12 CEMS institutions presented their research results in workshops and plenary sessions. The experience was so positive that it was decided to institute an annual academic conference as a permanent part of CEMS activities.

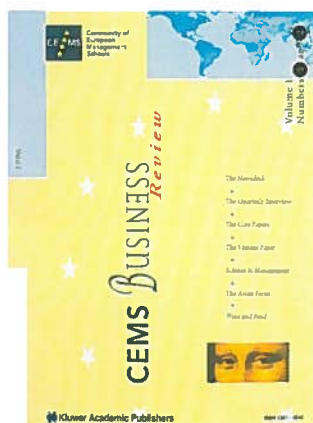
The exchange of guest lecturers has high priority as a means of promoting academic interaction across national borders. In 1996, more than 30 researchers visited another CEMS school.

The 1995 revision of the CEMS curriculum made it possible to develop and offer innovative courses (SP-12 courses) to CEMS students. An SP-12 course must be developed jointly by researchers from at least three CEMS

schools and be offered by at least one CEMS school. The teachers behind the course share the responsibility for the course. In 1996, a course entitled "Environmental Aspects in Management" was developed by researchers from seven different schools.

Highly Enthusiastic Candidates for CEMS Membership

In 1996, CEMS accepted the Budapest University of Economic Sciences as a full academic member. Since 1995, when the University of Economics in Prague and the Warsaw School of Economics were accepted as candidates for CEMS membership, the two central European universities have focused on teacher training and the implementation of the CEMS curriculum. Several researchers from Prague have visited other CEMS schools, particularly Bocconi, Vienna, Erasmus and CBS in order to learn more about how CEMS courses are structured and taught. Prague has appointed a number of course developers who have spent time at the above CEMS schools where researchers and instructors assisted with advice and guidance.



"For the researchers involved, it has been a pleasure to see the enthusiasm of Prague and Warsaw. The University of Cologne has been the contact between Warsaw and the other CEMS schools. Cologne has taken an active role in designing and implementing CEMS courses in Warsaw. Since Warsaw only recently received a share of the Tempus funds, they did not have the same opportunity as Prague to send academics abroad. With a joint Tempus grant for Budapest, Prague and Warsaw, this problem has been solved for the coming period," says Professor Hanne Hartvig Larsen, member of the CEMS Executive Board and chairman of the CBS International Committee.

CEMS Business Review Designed for Practitioners

The new CEMS Business Review was launched in June 1996 with the aim of strengthening co-operation between the business community and the academic world - a co-operation which already exists in numerous other areas. The journal will be issued four times annually. It is designed for companies and authored by leading management specialists from the CEMS schools. The journal offers a forum for leaders wishing to apply state-of-the-art management ideas in their strategies. Each issue focuses on relevant topics in management and also contains various fixed columns. Eric Brijs, HEC, edits the journal and the editing committee has representatives from all CEMS schools. CBS is represented by Professor Jan Mouritsen from the Department for Informatics and Management Accounting.



ACADEMIC MEMBERS:

BUDAPEST UNIVERSITY OF
ECONOMIC SCIENCES

COPENHAGEN BUSINESS SCHOOL

ERASMUS UNIVERSITEIT,
ROTTERDAM

ESADE- ESCUELA SUPERIOR
DE ADMINISTRACIÓN Y DIRECCIÓN
DE EMPRESAS, BARCELONA

HEC- ÉCOLE DES HAUTES ÉTUDES
COMMERCIALES, PARIS

LONDON SCHOOL OF ECONOMICS

NORWEGIAN SCHOOL OF ECONOMICS
AND BUSINESS ADMINISTRATION,
BERGEN

STOCKHOLM SCHOOL OF ECONOMICS

UNIVERSITÀ COMMERCIALE LUIGI
BOCCONI, MILAN

UNIVERSITÉ CATHOLIQUE DE
LOUVAIN, LOUVAIN LA NEUVE

UNIVERSITÄT ST. GALEN

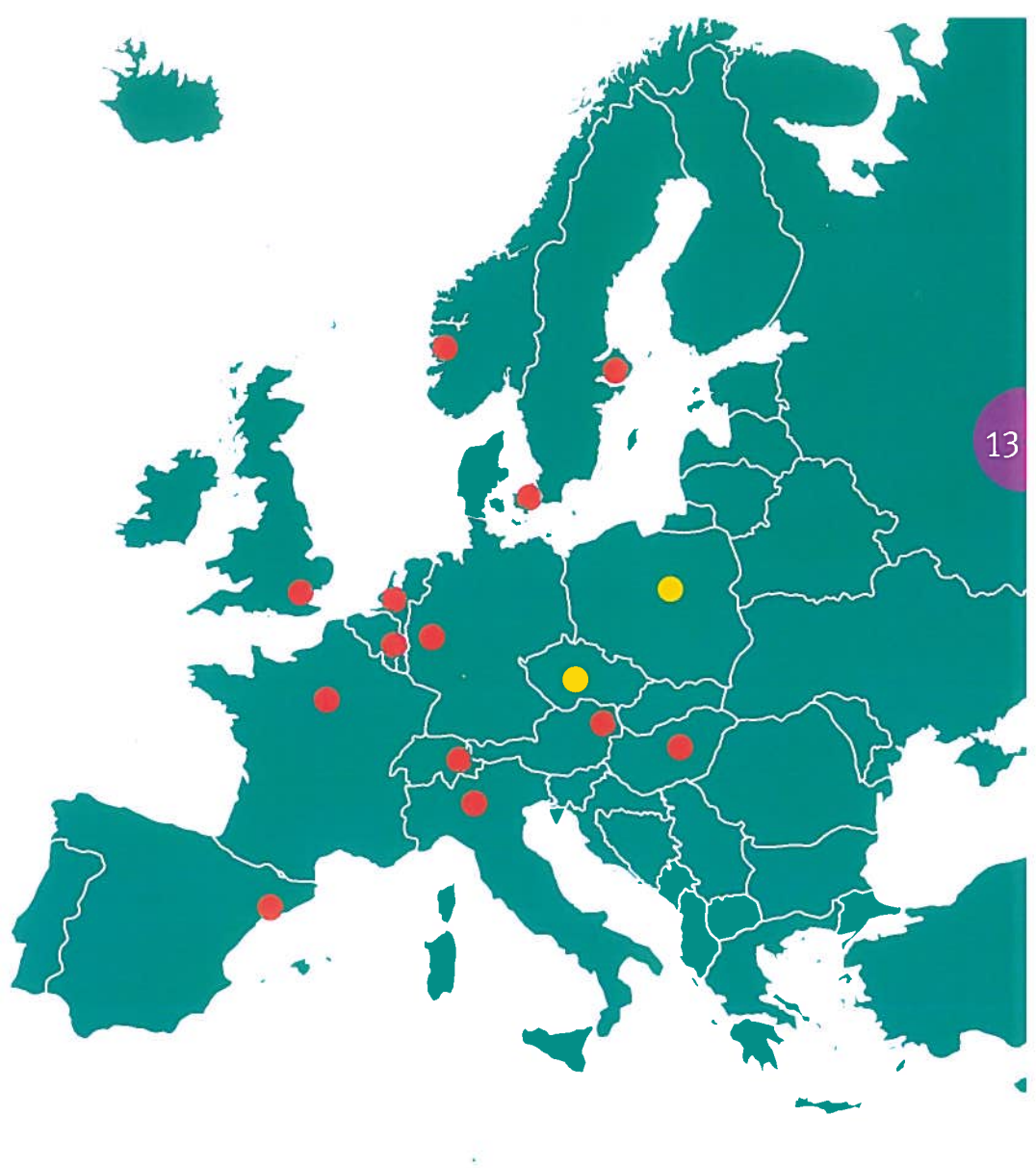
UNIVERSITÄT ZU KÖLN

WIRTSCHAFTSUNIVERSITÄT WIEN

CANDIDATE MEMBERS:

UNIVERSITY OF ECONOMICS, PRAGUE

WARSAW SCHOOL OF ECONOMICS



Facts about CEMS

The Community of European Management Schools, CEMS, currently has 13 Academic Members, 2 Candidate Members and 45 Corporate Partners. Only one school from each country is eligible for membership. The schools and corporate partners have developed a common curriculum and an international study programme which fulfils the CEMS Degree requirements. The object of the programme is to produce highly qualified and internationally-oriented graduates for the European business community. CBS currently has 75 CEMS students.

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PIM - A Platform for Student Exchange

The Program in International Management (PIM) has developed into a platform for new exchange initiatives, offering geographic opportunities for economics students in the Master's programmes.

Quality Assurance Cornerstone in the PIM Strategy Plan

The most important result of the 1996 annual PIM meeting, held at the University of British Columbia, Vancouver, was the adoption of a strategy plan for PIM. The requirements for PIM membership have been tightened. There are high demands on the quality of research and education and special requirements concerning geographic and linguistic distribution in exchange activities. Before being accepted, PIM membership applicants meeting the quality requirements must document their willingness and ability to become exchange partners with other PIM schools. They must also meet special geographic and linguistic requirements.

Another vital element of PIM's strategy plan deals with globalisation. PIM schools wish to work toward increasing the membership in Latin America, South-East Asia and Australia. The CEMS schools were asked to assist the Eastern European CEMS candidate members with their quality development and other preparations, which will enable them to be accepted within PIM at a later stage. CBS has assumed the

responsibility as mentor for the University of Economics, Prague.

ALFA-RELEAN Programme

A group of PIM members has begun to work for closer links between European and Latin American schools. The co-operation comprises a student exchange programme América Latina Formación Académica Programme (ALFA) and the network has been named The Red Europea - Latinoamericana de Escuelas de Negocios (RELEAN). The following schools take part in the network: Copenhagen Business School, Denmark; Erasmus Universiteit, Rotterdam, the Netherlands; ESA-DE, Barcelona, Spain; HEC, Paris, France; Stockholm School of Economics, Sweden; Università Commerciale Luigi Bocconi, Milan, Italy; Université Catholique de Louvain, Belgium; Wirtschaftsuniversität Wien, Austria; ITAM, Mexico; ESAN, Lima, Peru; EAFIT, Medellín, Colombia; Universidad de Chile; UADE, Buenos Aires, Argentina; Fundação Getúlio Vargas, São Paulo, Brazil; and IESA, Caracas, Venezuela. Although all European ALFA members of the network are PIM members, this is only the case for Fundação Getúlio Vargas of Brazil. The network is currently preparing an application to the European Union for Student Mobility grants. Further reinforcement of the co-operation is expected at the next PIM meeting - the 24th annual meeting - which will be hosted by Fundação Getúlio Vargas.



The University of British Columbia, Vancouver, hosted the 1996 annual PIM meeting where the new strategic plan was adopted.

Community of PIM Pan American Schools (COPPAS)

At the initiative of the New York University Stern School of Business, the CEMS schools and the Community of PIM Pan American Schools (COPPAS) have developed a European Management Studies Certificate for American students who wish to add a European component to their education. In order to achieve the certificate, the students must spend two semesters at two different CEMS schools in Europe. In one of the two semesters, the courses must be taught in a language other than English. Language proficiency must be tested and parts of the educational content must be specifically European. Furthermore, the students must have an internship in Europe lasting at least 10 weeks.

COPPAS Member Schools:

Duke University, North Carolina; Fundação Getúlio Vargas, São Paulo; McGill University, Montreal; New York University (Stern); University of British Columbia, Vancouver; University of California (Haas), Berkeley; University of Chicago, Illinois; University of Michigan, Ann Arbor and Richard Ivey School of Business, Ontario.

All COPPAS and European co-operation partners are PIM members.

New Student Groups in the Exchange Programme

During strategy discussions, several members expressed an interest in extending co-operation to entirely new areas. There is an interest in expanding exchange activities to include undergraduate and PhD programmes.

"CBS and several other PIM members are already active at the bilateral level in exchanging undergraduates. We are working along the lines of the CBS internationalisation strategy of increasing the number of exchange places for bachelor students. The increasing interest for this among PIM members is very positive," says Professor Hanne Hartvig Larsen, Chairman of the CBS International Committee.

Further information:

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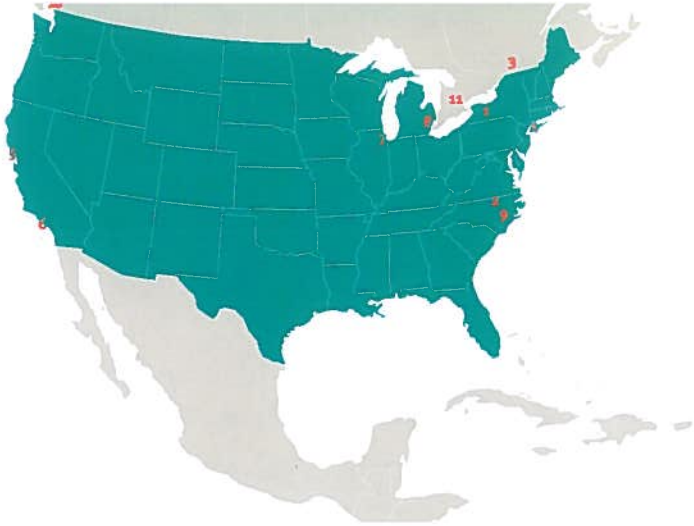
E-mail:

reception.INTOFF@cbs.dk

Members of the PIM
Co-operation

North and South America

- 1
- CORNELL UNIVERSITY, ITHACA, NEW YORK, USA
- 2
- DUKE UNIVERSITY, THE FUQUA SCHOOL OF BUSINESS, DURHAM, NORTH CAROLINA, USA
- 3
- MCGILL UNIVERSITY, MONTREAL, CANADA
- 4
- NEW YORK UNIVERSITY, STERN SCHOOL OF BUSINESS, NEW YORK, USA
- 5
- UNIVERSITY OF CALIFORNIA, BERKELEY, HASS SCHOOL OF BUSINESS, CALIFORNIA, USA
- 6
- UNIVERSITY OF CALIFORNIA, LOS ANGELES, CALIFORNIA, USA
- 7
- UNIVERSITY OF CHICAGO , ILLINOIS,USA
- 8
- UNIVERSITY OF MICHIGAN, ANN ARBOR, MICHIGAN, USA
- 9
- UNIVERSITY OF NORTH CAROLINA, CHAPEL HILL, NORTH CAROLINA, USA
- 10
- UNIVERSITY OF BRITISH COLUMBIA, VANCOUVER, CANADA
- 11
- RICHARD IVEY SCHOOL OF BUSINESS, ONTARIO, CANADA
- 12
- FUNDAÇÃO GETÚLIO VARGAS, SÃO PAULO, BRAZIL.



Europe

- 1
- COPENHAGEN BUSINESS SCHOOL, COPENHAGEN, DENMARK
- 2
- ÉCOLE DES HAUTES ÉTUDES COMMERCIALES, PARIS, FRANCE
- 3
- ERASMUS UNIVERSITEIT, ROTTERDAM, THE NETHERLANDS
- 4
- ESCUELA SUPERIOR DE ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESA, BARCELONA, SPAIN
- 5
- UNIVERSITÄT ST. GALLEN, ST. GALLEN, SWITZERLAND
- 6
- NORWEGIAN SCHOOL AF ECONOMICS AND BUSINESS ADMINISTRATION, BERGEN, NORWAY
- 7
- STOCKHOLM SCHOOL OF ECONOMICS, STOCKHOLM, SWEDEN
- 8
- UMIST, MANCHESTER, ENGLAND
- 9
- UNIVERSITÀ 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.

PIM Guests / Observer
Schools:

ASIAN INSTITUTE OF MANAGEMENT, MANILLA MAKATI CITY, PHILIPPINES; BUDAPEST UNIVERSITY OF ECONOMIC SCIENCES, HUNGARY; CEMS, SECRETARIAT,PARIS, FRANCE; HONG KONG UNIVERSITY OF SCIENCE AND TECHNOLOGY, KOWLOON, HONG KONG; INDIANA UNIVERSITY, BLOOMINGTON, USA; INSTITUTO TECNOLÓGICO AUTÓNOMO DE MEXICO ITAM, MEXICO; EGADE-ITESM, MONTERREY, MEXICO; PONTIFICA UNIVERSIDAD CATOLICA DE CHILE, SANTIAGO, CHILE; TEL AVIV UNIVERSITY, ISRAEL; UNIVERSITY OF CAPE TOWN, SOUTH AFRICA; UNIVERSITY OF ECONOMICS, PRAGUE, CZECH REPUBLIC; UNIVERSITY OF WARWICK, COVENTRY, UNITED KINGDOM; UNIVERSITY OF WITWATERSRAND, JOHANNESBURG, SOUTH AFRICA; WARSAW SCHOOL OF ECONOMICS, POLAND.



The Øresund Region - Home Ground to CBS

A central element in the strategy of the Copenhagen Business School is the continued development of co-operation across the Øresund - 'the Sound' - with a view to creating new strategic alliances.

Experts consider the Øresund Region to be one of the strongest knowledge-based areas in Europe. CBS is investing many resources in strengthening the region's potential for synergy and for developing into a power centre for research and education. CBS is a centrally placed Danish player in the collaboration between the School of Economics and Management at Lund University (EHL), the Management Institute in Lund (MiL), the Chamber of Commerce of Southern Sweden, the City of Malmö, the coming University of Malmö and the Øresund Committee. The European Union has appointed the Øresund Region as an Interreg II area for the period 1994-99, which gives the partners renewed opportunities for applying for financial support for activities promoting regional development and integration.

From Idea to Action

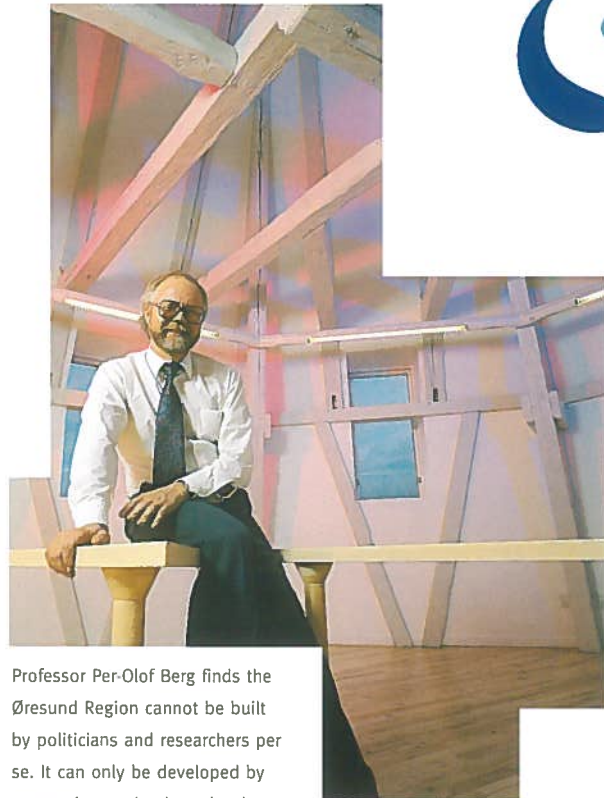
1996 will be remembered as the year when preparations for more specific co-operation between CBS and its partners in Southern Sweden advanced from the conceptual stage to concrete plans of action.

The co-operation takes place at several levels, from bilateral agreements, to networking

and participation in larger, more formal umbrella organisations such as the Co-operation Committee for Universities in Lund and Copenhagen (SULK) and the Øresund Committee. "Collaborative research and educational activities in the Øresund Region have opened up a wealth of interesting prospects for the area. The Øresund Region has witnessed an evolution of skills within a large number of fields. CBS can contribute constructively to a line of development capable of putting the region on Europe's research and education map. I would like to see many of the activities united, for example, in an executive development centre," says CBS President Finn Junge-Jensen.

SAMS - a Fixed Academic Link Across Øresund

Since its foundation in 1992, the Scandinavian Academy of Management Studies (SAMS) has played an important role in working to strengthen the research links across the Sound. Situated in Copenhagen, SAMS is the home for academics from CBS and EHL who work with regional issues. Target areas are regional industrial strategies, organisation, non-profit management, and strategy development.

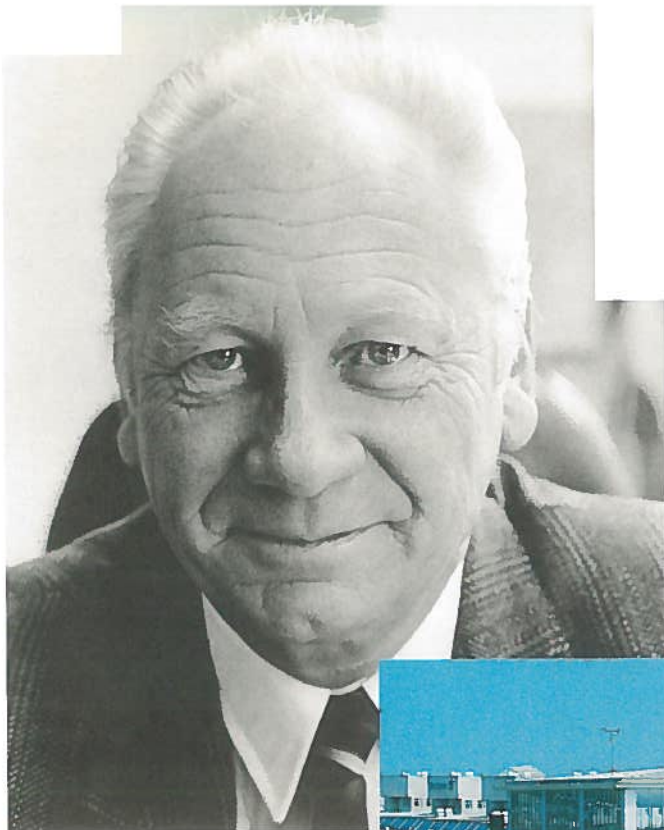


Professor Per-Olof Berg finds the Øresund Region cannot be built by politicians and researchers perse. It can only be developed by companies, and only under the right conditions.

"SAMS is more than a centre for regional studies in the Øresund Region. The centre now involves several interested parties with real influence on the development in the area. An increasing number of joint, regional projects on knowledge development have their roots in SAMS," says Professor P.O. Berg, Director of SAMS. He emphasises, however, that it is yet too early to talk about the Øresund area as a region. "It is not enough to speak about a region. Although political and scientific co-operation across the Øresund may help initiate regional development, it is still the actions of companies that create a real region. We can help them find a realistic basis for such actions," he adds.

In their book, *Broen i vore hoveder* (The Bridge in Our Heads) published in the new Hall of Mirrors series, researchers from the Faculty of Economics have charged Danish politicians with dragging their feet. A bridge in itself creates no regional community. Danish politicians must make the necessary decisions if they want to provide scope for development across the Sound. The researchers recommend that politicians make the bridge toll-free and delegate power and decision rights to the parties who are striving to initiate regional development.





Ekon.dr. Hans Cacalli Björkmann, Chairman of the Chamber of Commerce of Southern Sweden, is one of the key architects behind the initiative to build the Øresund Region. Recently, he co-authored the *Skåne Manifesto* highlighting the business potential of Skåne and proposing ways of distributing tasks in the region.



The School of Economics and Management at the University of Lund is one of CBS' collaborating partners in the efforts to generate research and educational dynamism in the Øresund Region.

Prof. Berg estimates that, thanks to SAMS' unique competence, it will be able to contribute to the continued development of the entire Baltic Region.

"That is why we want to try to get a better foothold in the Baltic states as well as the entire Baltic region," adds Berg.

MPA in the Øresund Region

A major project involving CBS and EHL to develop a joint Master of Public Administration (MPA) programme is in the pipeline. The basis for the plan is the MPA at CBS. The project aims to create a special Øresund variant of the MPA with a distinct Scandinavian and probably European flavour.

"It is a unique concept which will undoubtedly evoke response in the Nordic countries and Europe. Through our association with other European universities, we have noticed a special interest in our MPA degree and its focus on action-learning and cross-disciplinary integration,

which builds on the Scandinavian management models," says MPA Programme Director Jens Gunst. He says it is still too early to detail the plans since the final design of the programme will depend on the approach and whether this will be specifically regional or rather more European.

Broen i vore hoveder

identitet og vækst
i Øresundsområdet



The Management Academy of the Øresund Region

CBS in co-operation with the Management Institute in Lund (MiL), an independent research institute headed by Lennart Rolin, is in the process of finalising an ambitious education project. The project aims to promote integration in the Øresund Region by strengthening management development for executives from numerous public authorities.

The project is awaiting response to its application for funding from EU's Interreg programme. If it gets the green light, the Management Academy can start in early 1998.

The Management Academy will offer a 40-day management programme distributed over 8 months, with 20 participants from both sides of 'the Sound'. Students are expected to come from employment services, customs and tax authorities, environment authorities, counties, universities, the hospital sector, the media and the postal and telecommunications authorities. The target groups are younger executives with 5-10 years of work experience and a graduate university degree.

"It will be a highly progressive course based on the action-learning concept. The groups will be composed of Swedes and Danes from the same sector, for example customs authorities. As a result, the students can easily learn from

each other and understand each other's conditions. The groups are to prepare several joint projects of a regional nature in order to strengthen the idea of integration," says Hans-Henrik Hansen who co-ordinates the project on behalf of CBS.

New Neighbour in Malmö

After Swedish parliamentary approval of plans to establish an entirely new university in Malmö, CBS hopes to have a new collaborating partner to develop the educational and scientific competence of the Øresund Region.

Concept Built on Cross-disciplinary Approach

The new school will be quite different to other Swedish universities since it will be structured around several schools which are to apply a cross-disciplinary approach. Among the schools, the School of Technology and Economics and the School of Art and Communication will be of interest to CBS.

The first stage of the new university will be ready at the same time as the new Øresund bridge opens in 2000. The Swedes are determined that the university will be an active part of the Scania-Danish co-operation branching further down into Europe. Symbolically, the buildings will be placed in the port area of Malmö and thus at the gateway to Zealand and the rest of Europe.

CBS President Finn Junge-Jensen is convinced that the knowledge potential of the Øresund Region will increase considerably with the new university.

"We look forward to a close and constructive collaboration with the new university. The common issues will be management and economics in combination with technology, design, cultural diversity and foreign languages.



The construction of the bridge is moving ahead quickly. However, researchers find that it will also be necessary to build a mental bridge based on cultural and economic development to unite Skåne and the Greater Copenhagen area into a genuine region.



ÖRESUND
KONSORTIET

MBA: Top-Notch

Executive Development

Professor Per Jenster estimates that the strategy projects represent considerable added value to companies.

With its MBA programme, the Copenhagen Business School has created a model for general management development that is on a par with the best international schools, according to two international professors.

In the years since the introduction in April 1993 of the first Danish MBA programme, CBS has managed to develop a degree programme at a high international level according to two international professors with experience from highly esteemed MBA programmes in the United States and Europe.

"The Copenhagen Business School has succeeded in creating an MBA programme that can measure up to the best. Some of the strategic projects of the students are even better than the best I have seen at IMD and Harvard," says Per Jenster, Danish-born guest professor with 15 years of experience as a Visiting Professor at Harvard Business School and Professor at the University of Virginia and IMD in Lausanne.

Jenster is responsible for the strategic projects which constitute 25% of the two-year programme. At first, the students work with industry and sector analyses in their own sector, then with an analysis of their own company. In the third phase they identify an important strategic problem and propose a solution, which will then be described in the fourth phase in the shape of a precise plan of action.

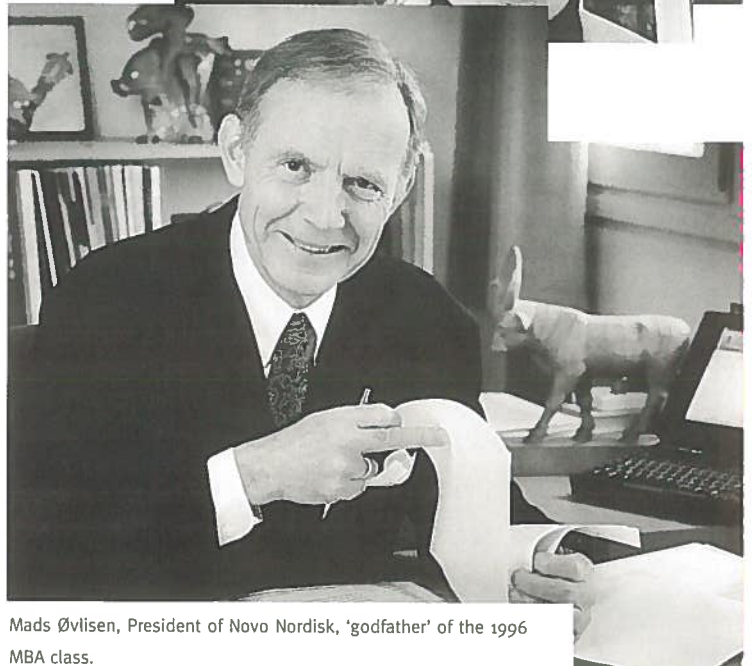
A Special Type of Education

Jenster regards the MBA programme as innovative compared to the traditional programmes offered by CBS. All other programmes produce specialists who are highly competent in their own field of specialisation. The MBA programme is the first degree to gather all the threads and train students in understanding the firm as an entity.

In preparing the MBA programme, equal importance has been given to the pedagogic and professional content. The interaction processes between students, students and firms, and students and teachers are given particular weight since all students have prior theoretical knowledge and several years of management experience. Thus, the class represents several hundred years of management experience which can be used in the classrooms as well as in the projects.

"In this way, once they have completed the programme, all students have a strategic plan for their own company and have worked with the problems of other companies in their team of 5-6 students. All our students are in positions with management responsibility. This means that many plans are actually implemented. In the last class, we estimated that in total, the strategy projects could represent many millions of Danish kroner of extra income for the companies if they were successfully realised," explains Jenster.

Managing Director René Sidor finds the strategy project worth the whole MBA programme.



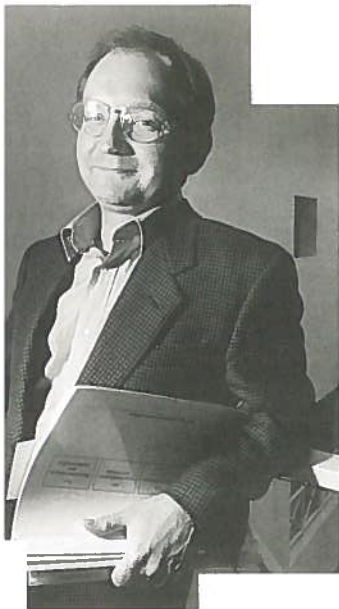
Mads Øvlisen, President of Novo Nordisk, 'godfather' of the 1996 MBA class.

An Important Development

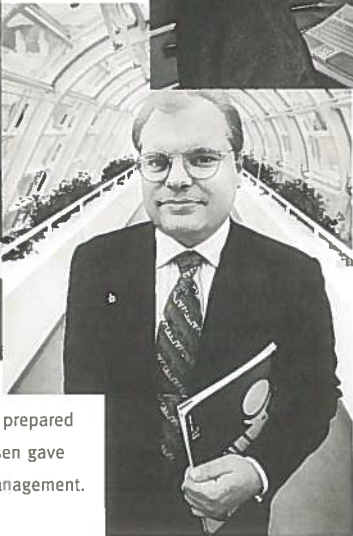
Heather Hazard (born in the United States but now a permanent resident in Denmark) has worked with international negotiation techniques and competitive economics at Harvard Business School and the Sloan School of Management at the Massachusetts Institute of Technology, and is a recognised expert on international trade disputes. She now has a permanent post in CBS' Department of International Economics and Management (INT). As a professor in the MBA programme, she is in charge of international business negotiation training and analysis.

"The MBA programme is extremely important for the Copenhagen Business School since it supplies a product in high demand by our customers in the business sector and it fills a gap in our range of programmes," says Heather Hazard.

Hazard also believes the development of this new type of education is important for Denmark since the development of the entrepreneurial sector has increased the demand for workers with hybrid knowledge bases. Larger companies are interested in subcontracting parts of their operations and are often happy to see former employees in the role of suppliers. In smaller companies, owners/managers often need



The strategy project prepared by Director Lars Larsen gave valuable input to management.



Project Process Worth It All

Director René Sidor of Dantransport shipping agency completed his MBA in December 1996. He was highly satisfied with the programme, particularly the final project which he found made the whole programme worthwhile.

"The concluding strategic project where you really have to apply the theory you have learnt is an intensive experience. You work under extreme conditions. You want to perform your best, not only for the sake of the evaluation, but also in order to be able to pay your company back by presenting a good project," says Sidor.

Feed-back Decisive for Good Results

The strategic project is prepared in groups with each student contributing his or her own know-how and experience. It is still the individual participant's own project, however, since it is based on an issue in the company in

which he or she is employed. Throughout the project, the students must demonstrate their ability to really handle strategy - from sector analysis to company analysis.

"My group of seven members met twice a week to critique each other's projects. We supplemented each other well since we had different competence, and that gave a high degree of synergy to the group. It is incredible what we learnt from each other and from the response we received from the adviser and examiner. They played the devil's advocate and kept us strictly to the point and to the written as well as unwritten rules of that type of project," Sidor says.

Sidor's project was an analysis of Dantransport's prospects in markets outside of Denmark where the company is market leader.

"Our sector is currently undergoing immense change. This demands a great deal from the quality of market analyses. At a recent meeting, I presented my analysis and proposals for a plan of action to our managing director, our chairman and a representative of the parent company, FLS. They found my work interesting, and were particularly pleased with the proposals for our work in other markets. The project continues as a foundation for the further decision-making process. Also, in our daily work, my analysis is used as a handbook by other employees," says Sidor.

Associate Professor Heather Hazard (right) sees the MBA as an important opportunity for large as well as small companies.

Strategic Project Important Input for Management

MBA graduate Lars Larsen is Director in Novo Nordisk's Corporate Finance Department, which is headed by Vice President Jens Ovesen. Larsen's strategic project in the MBA programme consisted of an analysis of the potential of the vast Chinese market for Novo Nordisk.

"An international company such as ours is constantly facing vital strategic choices. I made an agreement with Jesper Ovesen that I would prepare a practical project with biochemist Marianne Weile, my fellow student, surveying our investments and future potential in China, both in health care and in the enzyme field. The project was to be part of the management's re-evaluation of our investments," says Lars Larsen.

Since he was new to Novo Nordisk at the time he began his studies, Larsen saw the project as an additional benefit that would help him get to know the company better. After finishing the MBA programme, Larsen presented the project to management, who was able to use it as part of the preparations before a trip to China.

"In my assessment, our management was able to apply my strategic analysis, including proposals and considerations, in the work to re-evaluate our strategy in China," says Larsen.

Ovesen agrees, "It has been an advantage to be able to look at our China investments with, literally speaking, new eyes. Lars' report includes many sensible observations that will be useful in our regular re-evaluations of our strategy. He has really understood how to challenge the previous assumptions with his analyses of our figures. We have a reputation for having a fixation for numbers. That is why we are highly satisfied with this report that puts the figures in a more general, strategic context. It is good management information".

MBA Provides a Holistic View

Both René Sidor and Lars Larsen have been happy with the course of the MBA programme. In particular, they commend its holistic perspective. The overview provides them with exactly what they can contribute to their own companies. The MBA programme has also made them more process-oriented and analytical in their daily work, which they find beneficial to both themselves and their firms.

MBA in 1996

On 14 December 1996, 31 students from CBS' second MBA graduating class received their Master in Business Administration degrees. Novo Nordisk CEO Mads Øvlisen agreed to be the class "godfather" and presented the diplomas with CBS President Finn Junge-Jensen on Commencement day.

The MBA programme is experiencing a continued increase in the number of qualified applicants. In January 1996, 37 students from a broad cross-section of Danish companies and sectors were enrolled in CBS' third MBA class.

1996 was also the year when the initiator of the MBA programme, Laurids Hedaa, retired as Programme Director and returned to research. His successor is Hans-Henrik Hansen, MBA.

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Medical Doctors with Management Degrees

Two physicians with diplomas in Business Economics (HD) specialising in Organisation and Strategy have proven their worth as centre directors at the Copenhagen University Hospital.

HD - Many Years in Management Education

For many years, the HD programme has provided a solid foundation for handling management functions in companies and public institutions. Although the new CBS master's programmes focus even more directly on management competence, HD provides many useful instruments needed in managing private as well as public organisations. In 1995, the HD diploma in Organisation was restructured to include a new learning approach and a focus on management skills. The first students will graduate from the reorganised programme in 1997.

An HD diploma in Organisation and Strategy is not only useful for business people. It is highly valuable at the Copenhagen University Hospital where two centre directors supplemented their medical training with an HD diploma from the Copenhagen Business School.

"It has been highly rewarding to follow a programme that has allowed us to step back and view our daily routines with fresh eyes. Theory and new tools are useful, but it has been particularly rewarding to meet another culture," says Dr. Helle Ulrichsen,

Gynaecologist and Director of the Juliane Marie Centre and the Head and Orthopaedics Centre. Ulrichsen was recently appointed Medical Director at the Copenhagen University Hospital.

Helle Ulrichsen and her colleague, Dr. Henrik Eriksen, have prepared a joint thesis for their HD studies in Organisation and Strategy. The thesis, entitled *Three Cultures in the Hospital Sector*, has been published by the CBS Press.

"Management is a profession itself - not just something you do on the side. Many doctors do not understand the importance of the management function, but think that it is simply a matter of a little planning. We will have to work much more consciously with management," says Eriksen. He is an anaesthesiologist, and as a management secretary he helped prepare the new centre structure of the Copenhagen University Hospital. Eriksen is now the Director of the Neuro Centre and the Heart Centre.

During their studies, the centre directors were rather critical towards the large classes of HD Part I. But Part II gave them a theoretical foundation that was directly applicable to their daily work - managing the centres with 600-700 employees each and budgets of DKK 300-400 million. It has been useful for them to work with concepts such as team building, organisational development and coaching the group of leading doctors.



Physicians Helle Ulrichsen and Henrik Eriksen say that the HD Programme in Organisation gives a useful theoretical framework for developing the managerial role.

"HD has given us the tools with which to work in our management roles. The advantage of the programme is that it makes us look at things in a different light and provides us with a theoretical framework that will enable us to verbalise the concepts," concludes Ulrichsen.

MPA as a Management Supplement for Doctors

Ever since the MPA programme was launched four years ago, various professionals in the health sector have shown interest in the programme.

Team Combinations Add Vigour

Dr. Jens Ole Jarden, Head of the Neurological Department at Roskilde County Hospital, finished his MPA in early 1997. He was among four medical doctors in his group.

"I chose the MPA because the interdisciplinary structure, with the main emphasis on economics, strategy, organisation and politics, is ideal for doctors. Our work increasingly crosses professional boundaries, and the extensive co-operation with the hospital administration requires doctors to have skills that

match the qualifications of the administrative managers. In the MPA programme we learn to act based on a management and administrative way of thinking. This makes us more professional sparring partners for the hospital management. This, again, helps to create a better understanding of problems and potential solutions."

The programme has been a great help to Jarden, not only because of the new tools and experience he has acquired, but also because of its special emphasis on strategy development. "I have been able to apply the experience from my studies to a major quality development project at the hospital. In particular, it was a great help in the analysis phase."

Dr. Jarden wants to commend the way in which the MPA programme composes the classes: "It was immensely interesting to work with leaders from other public institutions and organisations. The combination created a very dynamic atmosphere. I learnt a great deal from hearing about the problems and experiences of others. I would not hesitate to recommend the MPA programme to other doctors. It is a good degree with many perspectives.

Turning Point for MPA Concept in Europe

The Master of Public Administration (MPA) concept has attracted international attention as an innovative method of providing managers in the public sector and in organisations with additional management skills. The interest is particularly centred around the MPA programme's unique cross-disciplinary, project-oriented approach and the original, educational approach founded on the practical experience of the students.

Compulsory Summer School

At CBS, the MPA programme management has concluded negotiations with South Bank University in London, Bocconi University in Milan and Erasmus University in Rotterdam concerning a summer school, which is to be a compulsory element in the MPA programmes at these schools. The summer school will be hosted by the four partners on a rotating basis as a means of taking advantage of the strengths of each of the universities. At the same time, the idea is to establish the basic assumption that national developments should be viewed in a larger European context. The 1997 summer school, hosted by Bocconi, will be held in Trieste.

European MPA: The Next Step

The steering committee for the MPA programme is working with the summer school partners and several other

European universities to further develop the summer school idea into a proper European Master of Public Administration (EMPA). The group has applied to the European Union for funds to develop a joint programme.

The group is working to define an international concept which allows students to take part of their programme in another country, for instance 6 months, and transfer the credits for the courses to their home institution.

"We at CBS can offer foreign students places in our elective courses. I believe there will be great interest in a concept like EMPA. The popularity of the summer school has proven this," says Associate Professor Jens Gunst, Programme Director, of the Department of Management, Politics and Philosophy.

MPA as Systems Export

The MPA concept has already been sold to Norway. Two district universities, the schools of Nord- and Sør-Trøndelag, and the Norwegian University of Science and Technology in Trondheim will offer the MPA programme from the autumn of 1997. There is great interest in the MPA in this part of Norway. The Norwegian variety of the programme is basically identical to that of CBS and builds on identical academic and educational principles. The Norwegians are targeting the same groups among public leaders and organisation managers as we are in

Denmark. The first year will be implemented in residence in Norway. CBS will be responsible for most of the second year, including thesis work and examinations.

"We are proud of this agreement which we think will greatly benefit the Norwegians. It is a shining example of the kind of systems export that Danish politicians have been calling for," says Gunst.

Another example of a similar co-operation is a project for developing an MPA programme at the Krakow Academy of Economics in Poland. This project includes exchange of teachers and students. Polish students will spend six months at CBS and attend classes in elective courses taught in English. The Danish Ministry of Foreign Affairs has agreed to support the exchange.

"But there are even greater prospects in our co-operation with the University of Lund. We are working to establish an executive MPA which will geographically be placed at the new university in Malmö. The main emphasis in this MPA variant will be on regional, Nordic and European relations," notes Gunst.

Adult Education - A Research Challenge

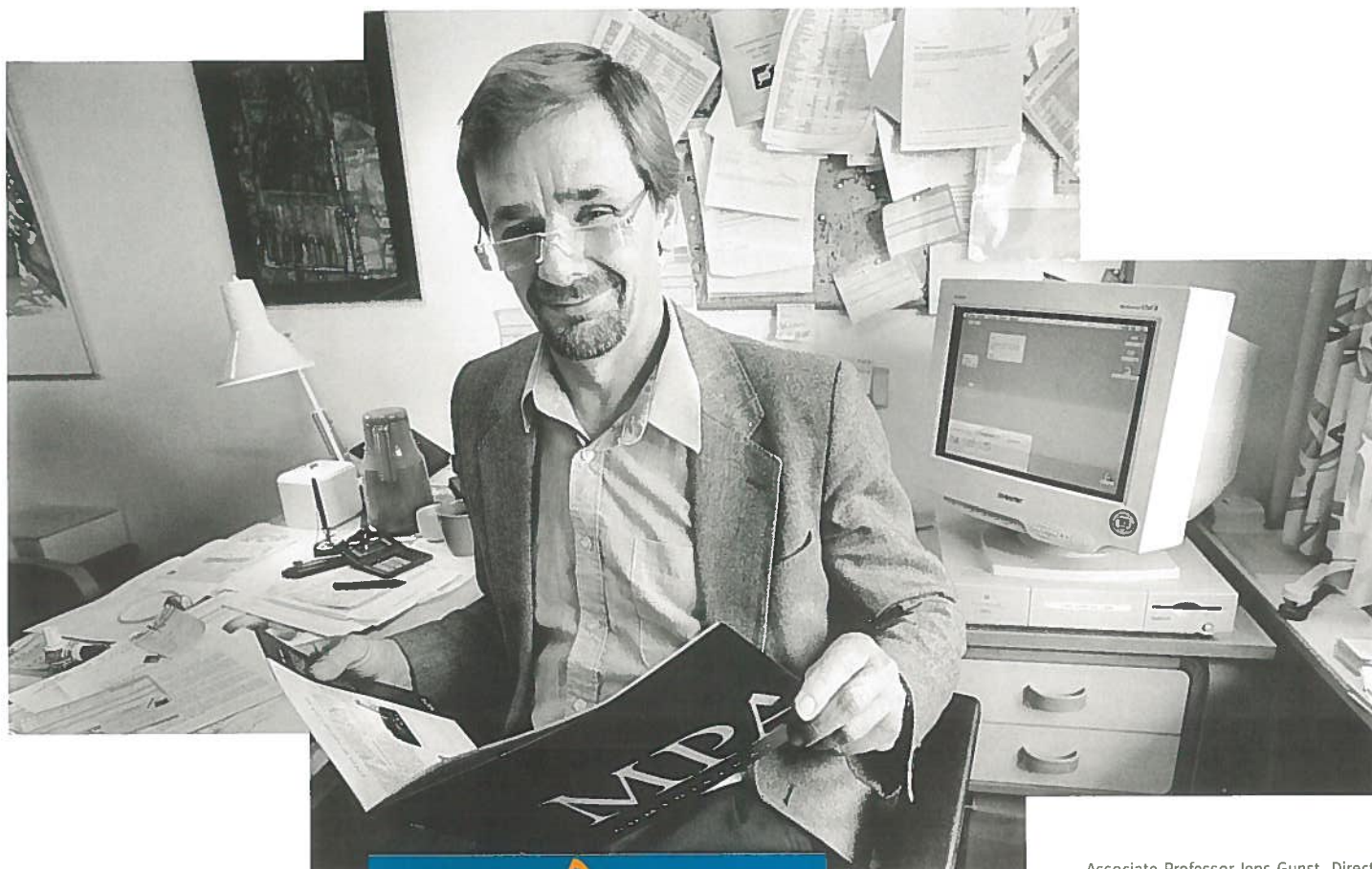
An important lesson to be gained from the MPA programme is the fact that it requires quite different skills and educational methodologies to teach adult students with strong theoretical backgrounds and many years of job experience.

"It is almost paradoxical that so many experienced leaders in mid-career, often in high positions, seek education. They are looking for a theoretical framework to explain and reflect the reality in their place of work. This is particularly demanding for our pedagogical approach in handling these skilled and confident students. The problem for us is that there is no existing research in the area," says Gunst.

In order to prepare for these problems, MPA Professors Aage Nedergaard and Jens Carl Ry-Nielsen organised a workshop last September for interested researchers from different countries. The experience of the workshop will be published in a book.

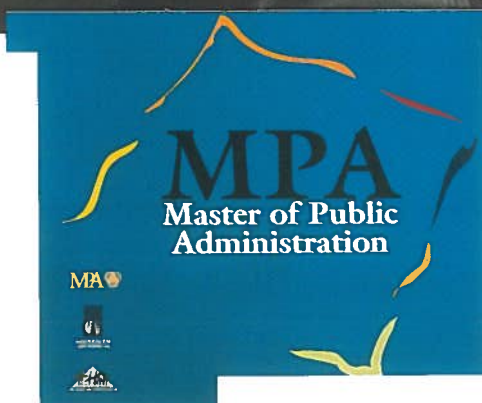
"The purpose of the workshop was to gather as much information as possible about midcareer university education. We can see from our own experience that it is necessary to use other educational approaches for university-level students with many years of work experience. We have discovered that many universities simply transfer the educational principles they use in teaching young students and ignore the practical skills of the participants," says Nedergaard.

He explains that the principles of adult education applied to CBS' MPA programme have attracted international interest as useful guidance on how to secure qualitative interaction between student skills and the experience of the instructors. The instructors must be highly conscious of



Associate Professor Jens Gunst, Director of the MPA programme, thinks the MPA concept has a bright international future as a mid-career programme for experienced executives.

the need for alternative educational methods in teaching this group of students as opposed to young students without practical skills. They must be able to combine their professional expertise with the practical skills of their students.



"It is this interface that causes breakthroughs in adult education research which may have far reaching importance for the future. We see theory as a vehicle for further development, not just as a goal in itself, Nedergaard concludes.

The workshop is repeated biannually with approximately 25 participants who each prepare a research contribution on a precisely-defined topic. After the workshop, the contributions are gathered into a book.

Ultimately, the programme hopes to build up a network consisting of some 200 people with experience and interest in university level mid-career education.

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Executive Development in Russia and Kazakhstan

The Center for Continuing Education (CCE) at the Copenhagen Business School is a partner in two projects in the former Soviet Union: an MBA programme in Kazakhstan and the Norlet Programme which is a Nordic consortium of companies and business schools for the education and training of 600 Russian executives.

The Pushkin Management Centre in St. Petersburg, domiciled in a stately palace across from the summer palace of the tsars, is the venue for the theoretical section of the Norlet Programme. Niels Mygind of The Center for Eastern European Studies (CEES) at CBS is Programme Director for the second of 21 programmes which are to train 600 future Russian executives over three years.

"The programme combines theory and practice. It consists of three one-week courses distributed over a year. Students participate in a practical training period in one of the participating companies before taking the last course. Each student has a mentor. Furthermore, each works with a project applying the knowledge they get to solve a problem in their company," says Mygind.

In the first part of the programme, cases based on empirical material from Russia introduce the students to the basic concepts of market economy and some of the most important theories and methods. The second phase deals with organisation and management. At this stage



the students present proposals for their projects. During the practical training period, the students work on a project concurrently with working in the company. In the final phase, economics and international marketing are the main subjects.

Development of Russian Case Studies

"We at CCE have headed the development of Russian case studies to be used in the programme," explains Mygind.

Through a joint venture, CBS and CCE have had the opportunity to engage Dr. Snezhina Michailova. Michailova, who was born in Bulgaria and speaks Russian, completed her PhD at CBS. Her dissertation focused on cultural changes in organisations in the former Eastern and Central Europe and thus gives her excellent qualifications for preparing relevant case studies.

"In themselves, these cases are a weighty contribution to the general teaching material on economies in transition," Mygind concludes.

A Nordic Consortium

Norlet is a consortium of Nordic corporations co-operating with leading business schools in the Nordic countries. Danish participants are the Danfoss group and CCE. Norlet is the result of an initiative by the World Business Council for Sustainable Development as its contribution to the development of co-operation and market economy in Eastern Europe.

"As members of the World Business Council for Sustainable Development we at Danfoss have wanted to contribute to the development of Russian executives. It is the first time that a joint Nordic project of this kind has ever been established. It took a great deal of effort before everybody agreed on the course of action," says Erik Matthiesen, Corporate Director of Human Resources, Danfoss A/S, who has personally been strongly involved in the development of Norlet.

Participants in the programme are selected by the member companies of the consortium. Half of the students are executives with promotion potential in their Russian subsidiaries, whilst the rest are chosen among Russian

Norlet stands for Nordic Leadership Executive Program. The following schools are members:

The CBS Center for Continuing Education, Copenhagen; Norwegian School of Economics and Business Administration, Bergen; and the Helsinki School of Economics and Business Administration. Stockholm School of Economics is an associate member of Norlet.

The following corporations are partners in the consortium:

ABB Asea Brown Boveri Ltd
Danfoss A/S
Neste Oy
Norsk Hydro A/S
Statoil A/S
Telecom Finland Oy
Tetra Laval

The four governments of Denmark, Finland, Norway and Sweden have contributed equally with an amount corresponding to a total of US\$ 5 million. From Denmark, the project has been subsidised with DKK 8 million via "The Technical Administrative East-Subsidising Scheme" under the Ministry of Foreign Affairs. The participating corporations contribute self-financing corresponding to the amount given by the governments.

A total of 21 courses have been planned for the period 1996-1998 with a total of 600 Russian executives as students. The intention is to gradually transfer the project into Russian hands, so that it can continue without direct Western support after 1998.

Head of the Project, Associate Professor Jens Erik Torp, discusses his guest lecture at KIMEP, Kazakhstan, with Valentina Grigoryeva, one of the nine local instructors on the MBA programme.



contacts such as customers, suppliers or financial institutions. Danfoss plans to participate with some ten students. The first of them have already been posted to Danfoss, Denmark, as part of the programme.

MBA in Kazakhstan

In 1996, CCE became strongly involved in the management of the leading English-language MBA programme in Kazakhstan. The programme is located at KIMEP in the capital Almaty. This institute was founded in 1992 by Kazakhstan President Nursultan Nazarbaev.

CBS and the London School of Economics have previously taken part in examination and evaluation assignments for the MBA programme, which has been headed by consultants from RAMBØLL since 1993. The co-operation has been extended with ESADE in Barcelona and Wirtschaftsuniversität Wien, and management has been taken over by CCE.

RAMBØLL and Managing Director Peter Stolt, CCE will undertake the administrative management for the next two years, while Jens Erik Torp, Head of the Department of

Intercultural Communication and Management will take care of programme management.

"This development is due to a decision to emphasise business school work and research. We now have three main assignments: to head the MBA programme, to educate local teachers and researchers, and finally to prepare KIMEP so that the MBA programme can sustain itself once the present EU subsidy is removed," says Stolt.

Stolt explains that Gurli Jacobsen, of the Department of Intercultural Communication and Management, is to work at KIMEP over a longer period in order to prepare methodology courses for local teachers and to contribute to the preparation of relevant case studies, locally based in Kazakhstan.

President Finn Jungel-Jensen (left) and the Director of KIMEP, John Petroff (right), discuss the prospects for integrating MBA and other study programmes into KIMEP's educational portfolio.



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Executive Education

-A CBS Flagship

During the past few years the Copenhagen Business School has intensified its development of executive programmes aimed at Danish and international target groups. In addition to the successful MBA and MPA programmes, CBS now offers other tailor-made courses. The CBS Center for Continuing Education (CCE) is the hub of a major programme, offering shorter courses based on the concept of action-learning.



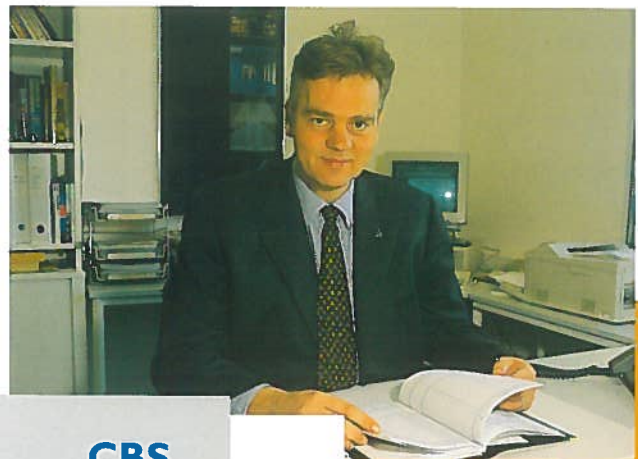
Executives Spend Five Weeks at Business School

In February 1997, the go-ahead was given for the first part of the Programme for International Managers in Europe (PRIME). PRIME has emerged as a consortium collaboration of various CEMS schools, each contributing their competence in management education. The concept has been developed in close co-operation with interested companies which, for their part, supply students for the courses.

The programme, offered in English, is designed for younger business executives with solid academic backgrounds and international management experience - so-called high-flyers. The five-week course includes week-long modules at each of the participating schools: CBS, Erasmus University in Rotterdam, HEC in Paris, Bocconi in Milan and Wirtschaftsuniversität Wien in Vienna. ESADE Business School in Barcelona has developed a sophisticated management game that CBS utilises in its module.

CBS' Programme Director Hans-Henrik Hansen, says that PRIME will succeed because of its high professional level and the fact that it is a joint European initiative. Hansen notes that the European dimension is a vital aspect of the five modules:

"During the Copenhagen module, CBS concentrates on increasing the students' knowledge of Scandinavian management culture and perception of European issues. It is extremely important that these students, who all have executive potential, work with cultural understanding and get familiar with the very different approaches to globalisation in Europe.



Hans-Henrik Hansen, Director of the MBA programme, is also in charge of several management training programmes offered by the CBS Center for Continuing Education.



Management training, both short and more extensive programmes, has become a key focus area for the Copenhagen Business School. Most programmes, using the action learning concept, are based on the participants' own experience and requirements.



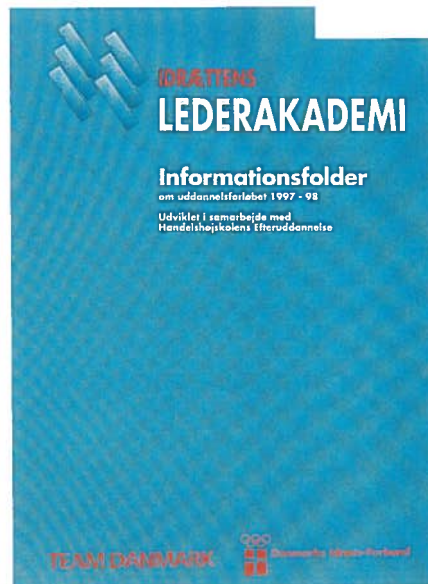
The ISS Group is among the active contributors to the Service Sector Management Academy.

ment Academy project has been an excellent experience for us. The participants are pleased with the course, and we are particularly satisfied with the consortium model," says Hans-Henrik Hansen, CBS Programme Director.

The course comprises seven modules over a 20 day period which focus on the executive role in a company. This includes the executive as a strategist, human resource developer, bearer of a culture and project communicator. The course is designed for service sector executives or executives-to-be with about 10 years of experience, including at least 3 years of management experience. The course, which is using the action-learning concept, is based on the backgrounds of the individual students and aims to strengthen their capacity for change.

Course Tailored to Development Requirements

Several large Danish companies participate in The Service Sector Management Academy. They include Berendsens Textil Service, Falck Group, ISS Group, Krüger Group, PFA Group and Tele Danmark. In 1996, the course ran for the fifth time and has been continually adjusted in order to match the needs of the members. "The Service Sector Manage-



The Academy of Sport Management

In collaboration with the Sports Confederation of Denmark and Team Danmark, CCE recently developed a new concept aimed at training senior sport managers to fulfil their growing responsibilities. The programme content can also be applied to the civilian jobs of the managers.

"The foundation of sport management is still the managers' own values and their voluntary work. But sport managers nowadays are responsible for considerable public and private subsidies, and this increases the demand for professional management. We see growing pressure on managerial qualifications, so our task is to develop the managers' competence through the

activities of the Academy," explains Associate Professor Jan Molin of the Department of Organisation and Industrial Sociology. Molin teaches two of the modules and is the project's instructor-in-charge.

Practical Development Project Central to the Course

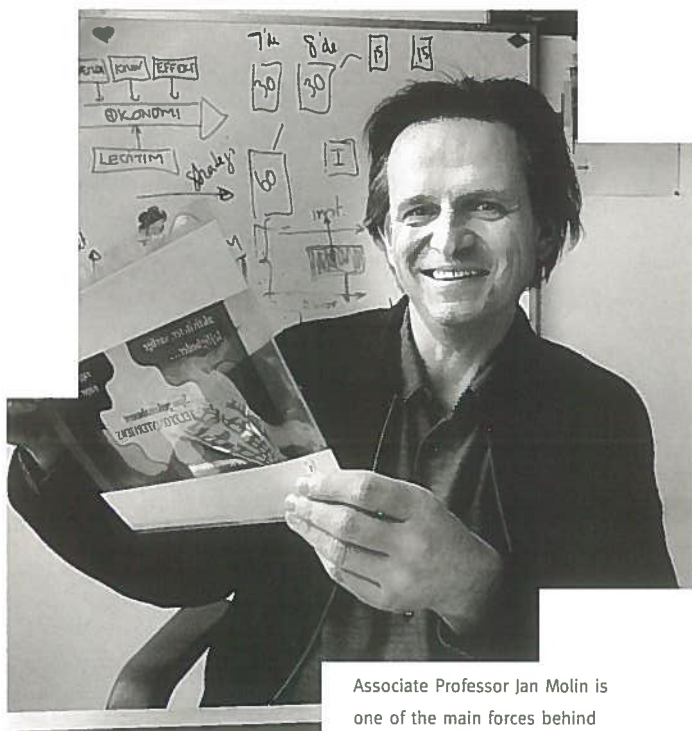
The Academy of Sport Management addresses sport managers who want to contribute actively to the future development of their own organisation. The target groups are primarily board members of the many federations and associations, members of central committees and employed managers who are in charge of political and strategic management.

The course is based on seven modules over a total of 23 days. Each module has its own theme such as Goals and Communication, Resource and Financial Management and Personal Leadership. The modules are tied together by a practical development project to be prepared by each participant and based on an important problem in his or her association. A process consultant is attached to the project as a resource person.

Experience Measures up to the Goal

The sports representatives are highly satisfied with the course in general and the practical project in particular.

"The news of the Academy has spread quickly, and we have received many requests from division club managers who would like to attend," says Jan B. Poulsen, Human Resource Manager of the Danish Football Union, adding that the practical projects are valuable for the union.



Associate Professor Jan Molin is one of the main forces behind the Sports Management Academy. His research into the cultures and values of the sports community has stirred interest both inside and outside the sports world.

Claus B.S. Hansen, a committee chairman of the Danish Cricket Association says, "The course has given me a great deal. The Academy has given me more overview, ideas and a valuable network which I can draw on."

Research for the Academy

Associate Professor Jan Molin has also taken the opportunity to do some sports research. In September 1996, he concluded a large study on culture and values commissioned by the Sports Confederation of Denmark. The study, entitled "*Love and Consensus*", was presented at the Federation's centenary and has been the centre of much debate in the sport world and the media.

"I am in the middle of an evaluation of the "Sport for All" consultant scheme of the Sports Confederation of Denmark. The scheme has worked well for a couple of years and has put the concept of "Sport for All" on the agenda in many associations," says Molin.

Food Executive Seminar

A training programme for research managers in the biomedical industry, started in 1988 in co-operation with the Harvard School of Public Health, has developed a successor at CBS.

In 1996, under the direction of Professors Hanne Hartvig Larsen and John Morris of the Department of Marketing, a seminar for senior retail executives and suppliers entitled 'Food Executive Seminar' was held for the first time in Scandinavia.



With the Food Executive Seminar, CBS has introduced a concept for retail managers keen to know more about the international trends in the retail sector.



A new Food Executive Seminar is planned for 1997.

The seminar was built on a successful concept from New York's Cornell University where similar seminars have been held for these target groups for more than 30 years. Participants were executives of large companies in the Nordic retail and wholesale sectors. Several of the instructors were brought in from universities in the United States and Britain, and over a 5 day period, in conjunction with CBS specialists, they presented reviews of topical issues on market structures, consumer requirements and new technology.

Response to the seminar has been highly positive

"It was a new and greatly interesting experience to discuss the problems of the sector with leading professors and executives from the

sector," says Morten Nordheim of the Norwegian company Joh. Johannsen.

Timo Karkola of Kesko Oy, Finland, concurred: "The programme gave me an opportunity for a fruitful exchange of views with my colleagues in the other Nordic countries. The sessions were highly development-oriented with useful input from the faculty. I would be happy to recommend the seminar to other retail executives."

"The positive response and great support from the faculty and CCE have prompted us to go ahead and plan a seminar for 1997. I hope that it will become an annual event," says Professor Hanne Hartvig Larsen.

Interaction

Between Research and Management Environments

Management is the primary research discipline for several departments at the Copenhagen Business School, and research is conducted on many aspects of management. This high-quality research not only provides vital support for the study programmes but draws international attention to CBS and helps continue the dialogue with international researchers. The specific profile of the Department of Management, Politics and Philosophy is based on its special perspective on management and social development.

The establishment of the Department of Management, Politics and Philosophy meant the beginning of a new era for management research at CBS. The department's goal is to be not only the management department of CBS, but the management department of Denmark.

Management, Politics and Philosophy is a unique research environment in which management, as the overarching discipline, is combined with specific focus on the way management processes change in the context of general developments in society.

The tradition for handling management research as a separate discipline is carried on from the old Department of Management and Business Economics. The new dimension, however, is developed by the department's political scientists and philosophers.

They couple research into managerial behaviour and management processes - inside management environments as well as between them - with the social and sector developments that are the external context in which the choice between different management models must be made.

Many of the research projects of the department have their own distinctive character developed through interaction between the research and management environments and inspired by projects which observe processes at the same time as the researchers provide advice on handling them.

"We live in a relatively small society where researchers and companies are not alien to each other. This means that we can delve deeper into problems. When as researchers we do clinical work as well, it helps us accomplish two things. We initiate activities which would otherwise not have been implemented, and we gain experience and new insight which could not have been developed in any other way", says Professor Erik Johnsen.

Over time, this collaboration has enabled the department to study managerial behaviour and management change on the one hand and the complexities of interaction involving many interest groups on the other.

Holistic Management Research

While economics-oriented management research has primarily viewed the company and its relations to the external environment from inside the company and out, this analytical tradition has now been carried further to a more holistic perspective. From this perspective, research is focused on whole sectors, business systems and social relations rather than individual companies.

One of the new research disciplines is the study of the metaphors used by executives, reflecting their tenets and the way they influence decisions. It is less a quantitative search for data than a quest to find the unique through in-depth qualitative analysis of a few companies.

"The language of technology is easy to understand, even across cultural barriers. When it comes to marketing and communities among people, however, the trouble begins. Understanding metaphoric thinking is more difficult. This is where we use unstructured interviews to try to interpret the patterns of thought that fill the heads of corporate executives", explains visiting professor Guje Sevón, co-author of the recent book *Translating Organizational Change*.

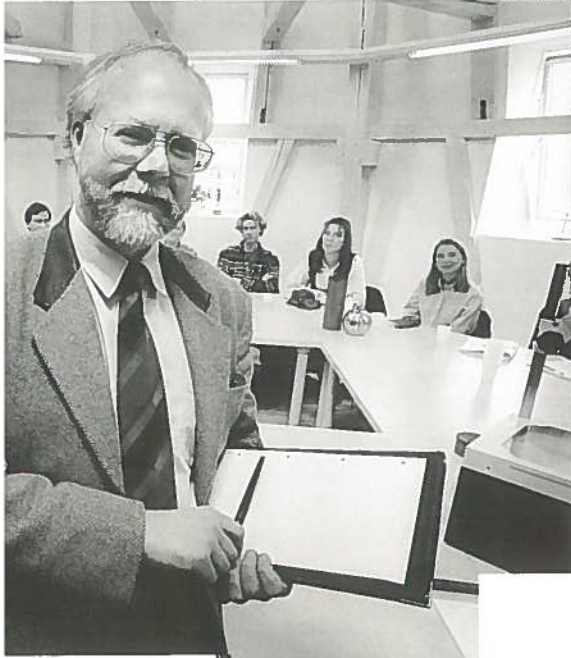


Interdisciplinary Integration Means Greater Understanding

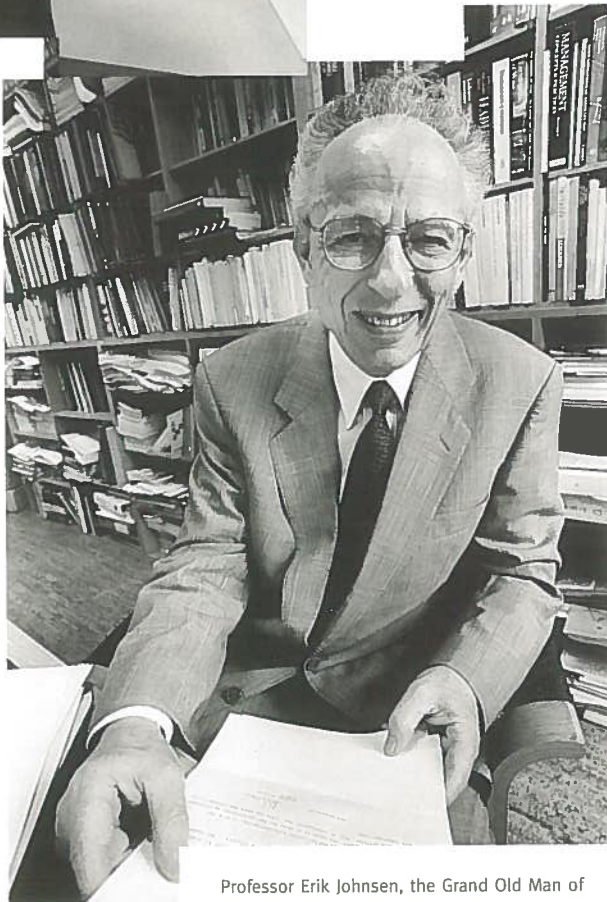
The expansion of the department's research team to include political scientists and philosophers has provided a new tool kit for its management research. Decisions are no longer analysed exclusively in the light of market and financial factors, they are also evaluated against trends in politics that affect management functions and the value base which is in constant change in society as well as organisations.

"We are expanding the field from analytical decision models, integrating political decisions in coalitions, political legitimacy and vision. Our research on individual management, particular management environments and their

Professor Per-Olof Berg, Head of the Department, has ambitions for turning the Department of Management, Politics and Philosophy into *the* Danish management department.



Visiting Professor Guje Sevon's research is centred on management thinking.



Professor Erik Johnsen, the Grand Old Man of Danish management research, points out that the modest size of Danish society allows close co-operation between the research community and hands-on management in companies.

interaction with others is being complemented with analyses that show how special sectors and business philosophies may create the conditions for various types of management, such as public management, research management, management of knowledge-based companies, service management, etc." says Professor Per-Olof Berg, Head of the Department.

"I believe our integration of the competencies from several departments will give us immense benefits. We will continue each year to test what management means in a constantly changing environment. So far, we have been a department with several research teams, but the interaction between them is beginning to work now; when we succeed, and I am sure we will, we will no longer be just a department, but *the* Danish management department", concludes Berg.

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Berkeley Co-Operation Opens the Doors to the U.S.

In March 1996, the Copenhagen Business School entered into an agreement with the Berkeley Roundtable on the International Economy (BRIE). The agreement is highly important in enhancing CBS' chances to enter into specific research co-operation with American companies.

After several years of informal contact between CBS President Finn Junge-Jensen and the management of the University of California (UC), Berkeley, the efforts were crowned by a co-operation agreement with BRIE, an independent research think-tank under the auspices of UC Berkeley. BRIE researches the information society and its economic, political and social consequences and is an advisory body on these issues. The U.S. federal government and numerous American multinationals consult BRIE, and some of its staff currently serve as advisers in the Clinton administration.

"I am highly satisfied with the agreement with BRIE. It gives the school an opportunity to work with some of America's foremost researchers in some of the disciplines where we have the potential to be at the cutting edge," says Junge-Jensen.

BRIE Professors Visit CBS

The new co-operation got off to a flying start with visits from two Berkeley professors. Professor John Zysman, the President of BRIE, spent the entire fall semester as a visiting professor at the Danish



Associate
Professor Finn
Valentin.



Associate Professor Peter Lotz.

Research Unit for Industrial Dynamics in CBS' Department of Industrial Economics and Strategy (IVS). Zysman presented his notes on "Competitive Challenges to Small, Open Economies in the Electronic Area" at seminars and special meetings, including one with the executive committee of the Confederation of Danish Industries.

Professor Dieter Ernst also spent time at CBS on several occasions in the fall of 1996, attending various research seminars and preparing for a longer stay at the Department of Intercultural Communication and Management (IKL).



Professor John Zysman, Director of BRIE, has been a visiting professor at CBS several times.

Visiting Professor Dieter Ernst from Berkeley is currently affiliated with CBS.

uses contacts within BRIE for empirical studies of technology systems. These include biotechnology in the pharmaceutical industry, biotechnology in the food industry and IT/software technology. Stankiewicz's group plans to travel to California to collect data from software firms in San Francisco.

More Visits to BRIE

In 1997, additional researchers will be travelling abroad. Several of the academic staff at CBS, including Professor Peter Maskell of DRUID and Associate Professors Finn Valentin and Peter Lotz of IVS are already planning longer trips to the United States. If their plans become reality, others are likely to follow.

Project on Knowledge Transfer

Associate Professor Finn Valentin of IVS heads a large-scale project entitled "Coordination of Scientific Research and Technological Innovation". Over a three year period, he will collect data on three large American corporations. The aim of the project is to provide new knowledge on co-ordination mechanisms and uncertainty in relation to the transfer of research between R&D and production units of large corporations. Another project entitled "Technology Dynamics", headed by Research Professor Rikard Stankiewicz of IVS,

MSc's Win Product Development Prizes

Students and graduates of the Copenhagen Business School enjoy participating in competitions for the development of innovative, environment-friendly products. Some of them took a chance and submitted their project proposals to public competitions. Some even won.

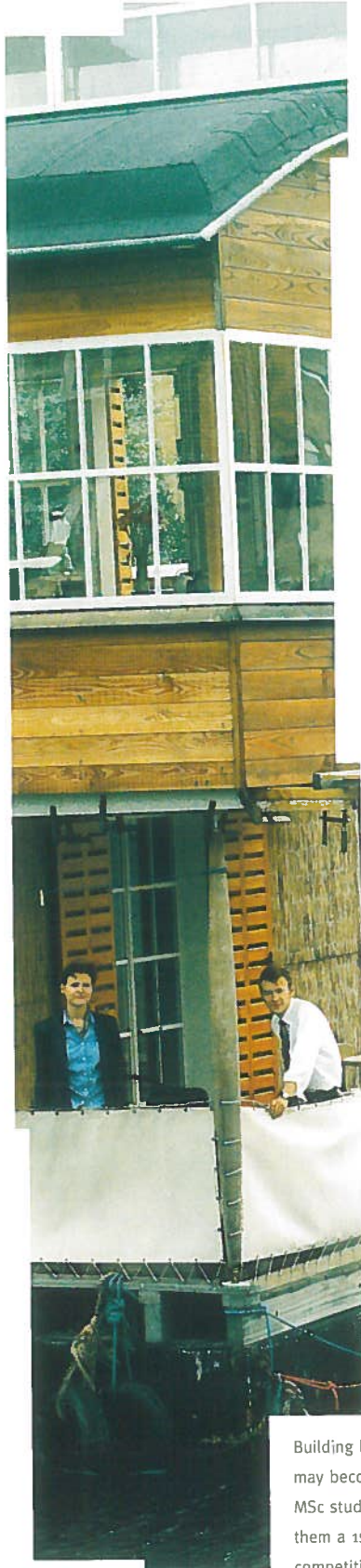
MSc's win Nordic Enterprise Competition

The top grade, a first prize of DKK 50,000 and a one month course with Chaos Pilots in Århus was awarded to a houseboat project prepared by MSc's Ninett Ribisch and Nikolaj Nielsen.

Inspired by a television programme on houseboats, the two decided to work on a project on this unconventional way of living. Houseboats are in fashion at the moment, and the project includes a proposal for student housing and housing for visiting professors. The two graduates believe Copenhagen is an obvious place for this type of housing with its large harbour area and the attraction of living by the sea.

From Design to Reality

The details of such a large project require responses to a long list of practical questions. Fortunately, the two prize winners were able to draw on the assistance of an architect who lives on a houseboat in Copenhagen's Christianshavn area. Houseboats are not converted fishing boats, but



highly-developed residences of more than one storey. They are independent houses with washing machines, dryers and telephones. All modern amenities known from ordinary houses are possible if the construction is right. However, the building materials must be sturdier than normal since they have to resist rough weather and water.

Great Prospects for Houseboats

The project makers hope to be able to realise their project in 1997. To be sold at prices starting at DKK 1.5 million, the houseboats are expected to bring life to deserted harbour areas and create many new jobs, another aspect of the entrepreneurs' dream. With a solid international education from CBS and the fine result of their houseboat project to support them, Nielsen and Ribisch are convinced that the development and construction of houseboats could become a good export item for Denmark. But they are equally convinced that such projects are only realistic if the initiators sincerely believe in their ideas and dare try them out.

Building houseboats, for example in Copenhagen, may become a profitable business. This proposal by MSc students Ninett Ribisch and Nikolaj Nielsen won them a 1st prize at a Nordic entrepreneurial competition.

Technological Knowledge -A Social Product

The Center for Inter-disciplinary Studies in Technology Management (CISTEMA) comprises nine research projects designed to illustrate how competence and new knowledge are created, maintained, developed and documented.

Competence and competitive power through innovation are key concepts to the CISTEMA network centre. Researchers from the Copenhagen Business School have completed the first part of the comprehensive network project and have already presented results that reveal important aspects of this complex research area.

At CBS, the centre's core research team, headed by eight professors and associate professors from the Departments of Organization and Industrial Sociology (IOA), Informatics and Management Accounting (IIØ) and Industrial Economics and Strategy (IVS), are conducting fifteen projects centred on diverse facets of the competence concept: what it entails, how it is created, maintained and developed and how it is applied.

Halfway into its activities, CISTEMA has already published several documents and organised international seminars and conferences. When the project has been completed, the results, presented in a number of publications, will be available as an inter-disciplinary platform for future research on technology management.

Knowledge as a Resource

The Director of CISTEMA is newly-appointed Professor Kristian Kreiner from IOA. His own research focuses on knowledge development and application, for example for the design of new products. Knowledge is not a resource in any situation, he points out. At times it is rather a barrier to innovation because it can force organisations into doing things that are no longer relevant.

"We need to study how knowledge is made into an asset, instead of just assuming that it is one. The processes by which it is created are linked to actors both inside and outside the organisation," says Kreiner.

Design and use of chips is vital for competitiveness in most sectors and puts heavy demands on product development, also in small companies. Therefore, studies are carried out to find out how these companies can build competencies and generate resources for developing new products with high functionality as well as a competitive edge. Oticon's success in developing a chip which enabled the company to

produce a new generation of hearing aids before all its international competitors, has proved that it can be done. However, continuous research is necessary to map out the requirements for strategic choices, collaboration with knowledge centres and management philosophies.

Intangible Assets

"The example set by Oticon shows that knowledge is inter-organisational and depends on coupling university research with a company's own R&D. This gives legitimacy to a new type of social science research, a process of symbiosis by which the borderline between basic and applied research is wiped out", says Professor Jan Mouritsen from IIØ.

The management of competence and knowledge is studied by means of case descriptions of a variety of knowledge-intensive companies. Some of the projects carried out at IIØ chart ways of measuring and appraising intangible assets such as innovation and flexibility, which are in no way simple concepts. The research also looks into the strategies that investors and finance experts adopt in their assessment of these assets and the ways companies respond in their communication with the financial world.

Interaction and Coherence

The research conducted at the Department of Industrial Economics and Strategy deals

with the interaction between R&D work carried out by companies and research conducted by research institutes. The focus is particularly on how researchers and technicians set goals for their research and knowledge development.

"From the outset, we have recognised that technology is not developed by science in a linear, one-way process, and that science is influenced profoundly by technological observations and problems. Our focus is on the opportunities for intention-induced action and generation of results in this interface", says Associate Professor Finn Valentin.

"Another key task for us is exploring how companies can ensure that the different types of knowledge and competence they build will be integrated to underpin each other, rather than moving in opposite directions. Maintaining coherence and continuity is imperative for the growth of companies", adds Jens Frøslev, Head of Department at IVS.

A Social Product

Associate Professor Peter Karnøe, IOA, has carried out research to find the reason why the Danish wind turbine industry has proved more competitive than its American counterpart. He found that this is particularly a result of the Danish engineers' approach which is based on a hands-on and experimenting tradition, as opposed to the



The CISTEMA project is implemented through collaboration between several CBS departments. The objective is to collect new insight into the generation and development of technological knowledge. From left to right: Associate Professor Jens Frøslev Christensen, Associate Professor Peter Lotz, Professor and Director Kristian Kreiner, Associate Professor Finn Valentin and Professor Jan Mouritsen.

more formalistic approach of their American colleagues.

"For example, I am now working with Raghu Garud from New York University on exploring how competence is formed. Previously, technological knowledge was perceived as a physical thing, but our approach tries to understand knowledge as a social product. To understand what knowledge really is and how it is formed, we need to study how

people in an organisation act and think when developing what we call competence", says Peter Karnøe.

This perception sees technologies as self-developing movements in a technology/sociology cross field where they are generated by an unfolding process. Their penetration or rejection depends on previous development. Dominant theories about technology

development have been centred on path dependence. However, they have not incorporated understanding of the active creation, maintenance and transformation of development paths that are brought about by various actors. This "path creation and dependence" will be the key theme of an international CISTEMA conference in 1997.

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Innovation and Project Management

Assistant Research Professor Henrik Herlau, from the Department of Management, Politics and Philosophy, heads a project on innovation management and a cross-disciplinary and cross-departmental course in innovation and project management based on his studies of entrepreneurs and their work.

Little research and documentation have been carried out on the management of innovative processes compared to traditional project management. Through his work at the Department of Management, Politics and Philosophy, Herlau has developed a theoretical basis and a practical methodology that are used for a course and an industrial co-operation project.

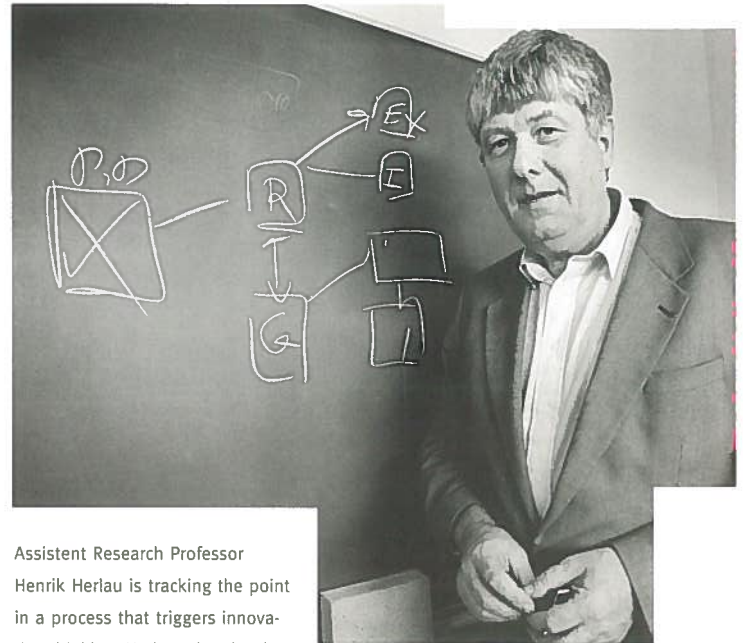
"The traditional idea of the entrepreneur as a loner is American. My PhD dissertation on Danish entrepreneurs showed that this model is very difficult to apply to Danish traditions. In our innovative craftsman culture, we share our knowledge and educate each other. Often, we overlook this common culture which has been the backbone of the individual Dane's work as an entrepreneur," explains Herlau.

Based upon his own and his colleagues' research on entrepreneurs, Herlau has developed a model where the individual entrepreneur's role is taken over by innovative teams of, for example, well-educated students. It takes place in a project process managed by a human resources

leader and a leader of the targeted action. The leadership roles switch between the participants of the project team. This model has been stored in an interactive computer programme entitled Kubus-template, which does not only provide support but also documents the innovative group process.

The Confederation of Danish Industries (DI) has shown great interest in Herlau's Kubus-template concept. DI will help finance a two-year project where Herlau, through research on major Danish enterprises, will try to determine what factors create an innovative environment. Together with PhD student Lotte Darsø, Herlau is gathering preliminary data at Novo Nordisk that will pinpoint the factors in R&D environments that trigger the innovative process.

"We listen in at the meetings as flies on the wall. Prior to the meeting, the participants write down what they expect of the meeting; after the meeting, the minutes of both decisions and process are recorded. These minutes are used to find the issue or issues which create innovative thinking. Often we see something quite different in the process than the participants do. If my theory is correct, we should be able to identify the core of these innovation cultures," says Herlau.



Assistant Research Professor Henrik Herlau is tracking the point in a process that triggers innovative thinking. He has also developed models for innovative group processes.

Cross Departmental Course

In the spring of 1997, Herlau will be responsible for a common course for the institutions of higher education on project leadership and innovation at the Symbion science park in Copenhagen. The course is a supplementary course for students from several Danish institutions of higher education in the Copenhagen area, such as CBS, the Universities of Copenhagen and Roskilde and the Technical University of Denmark.

The cross-disciplinary course will give the students common working concepts and methods. The students work in English with international cases and form project groups in which they will develop concrete and applicable ideas.

Instruction and projects are based on a close co-operation between the students and innovative Danish companies selected together with the Confederation of Danish Industries. At an oral examination, the groups will present their projects from a research and educational perspective and support the projects with a strategic plan that shows how marketing possibilities can be utilised. In some cases, the project groups may start up businesses sponsored by, for example, the Danish Technological Institute or by Symbion.

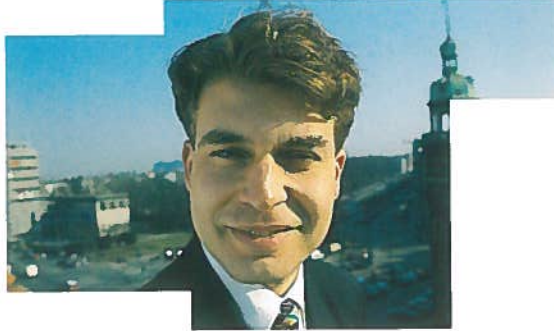
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Master's Programme in the Management of Technology

A central problem in the management of innovation is securing continuity between the various functions of a business. The master's programme for innovation and development, Management of Technology (MOT), is integrating different subjects in order to equip graduates for the challenge of building cohesion in an organisation.



Niels Dechow, MSc (MOT), is a consultant at Deloitte & Touche. His studies have given him useful tools for handling tasks in management accounting and organisational development.

In business organisations, the ability to create and utilise knowledge, from internal as well as external sources, is of increasing importance for sustaining their competitive power. In the MOT programme line, knowledge is viewed as a cross-organisational resource, and the organisation is perceived as an integrated entity, which is also part of a wider network of knowledge flowing into and out of the organisation.

This perspective characterises the line of courses offered to the students. The focus on of the programme is linking theories and tools to daily business practice. The goal is to develop students' abilities to apply theoretical perspectives in practice through written projects, case analyses, discussion with business managers, etc. The problems dealt with are selected from a number of fields such as marketing, financial management, corporate finance and strategic planning.

Associate Professor Finn Valentin, coordinator of the Management of Technology programme line, finds the MOT graduates have developed a realistic approach to problem solving in companies.



Integrated Understanding of Technology and Economics

The strength of MOT graduates is their ability to connect technology and the economic realities of a business. This ability is constantly developed with increasing progression through case studies and project work.

"The students learn how to operate with an integrated understanding of the business organisation and operate with more functions oriented perspectives. Our way of working ensures that the students learn to be teamplayers and handle realistic work situations," says Programme Co-ordinator, Associate Professor Finn Valentin, from the Department of Industrial Economics and Strategy.

More Career Opportunities

The cross-organisational way of dealing with problems opens many doors for MOT graduates. A survey shows that a majority of them are employed as consultants, product managers, advisors or analysts.

Niels Dechow, a MSc MOT graduate, is employed as a consultant at Deloitte & Touche Consulting Group where he advises companies on financial management and organisational development.

In his job, Dechow uses the qualifications he acquired from his graduate studies. "I concentrated, in particular, on organisation, strategy and management accounting. The MOT degree gave me three perspectives on planning, organisation and follow-up on the knowledge resources of an business. I use them all daily."

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Design Management -A Complex Discipline

Danmarks Designskole and the Copenhagen Business School have established a Center for Design and Corporate Development and a joint course in Design Management for designers, engineers and economists.

In step with the dissemination of new technology to all parts of industry, it increasingly becomes a management task to achieve competitive gains from the design of products and from corporate identity. The relevant literature has long tried to draw attention to the importance of shorter lead times, more complex products and more critical consumers - a situation which is more demanding on product development and corporate communication. It is vital to understand the interface between design and the general conditions of companies in order to efficiently use design. An interdisciplinary co-operation on research and instruction between CBS and Danmarks Designskole is based on this understanding.

"Technological development means increasing complexity in products and companies. The research of the future will be based far more on interdisciplinary teams. This is why we are happy to work with the Copenhagen Business School to create a combined base of knowledge," says Kjeld Ammundsen, Rector of Danmarks Designskole.

Need for Increased Design Competence

The Center for Design and Corporate Development is a joint venture, with the two schools sharing half the expenses while the Danish Agency for Development of Trade and Industry shoulders the other half. The centre is located at Danmarks Designskole and staffed by an anthropologist, two business economists and a designer. The team is headed by Associate Professor Tore Kristensen of the CBS Department of Marketing. Since it is organised as a network organisation, several Danish and foreign researchers are attached to the centre. A number of the projects are carried out in close co-operation with design consultants and users from various companies.

"The aim is to encourage companies to use design to speed up development. We will do this partly through research and courses and partly through the establishment of a company network," explains Kristensen.

The centre is currently working on an exploratory survey in six selected areas: housing, health, food, communication, environment and community. The survey looks at good examples of design with the purpose of identifying problems in the use of design in production, in the supply chain and with users. The knowledge generated from the survey is to be channelled into new methods, tools and concepts. At a later stage

specific projects will be defined, and their results will be part of a network involving companies.

Common Course Elements to Create Synergy

A corresponding initiative is the establishment of a common course in Design Management headed by Tore Kristensen and Peter Mackeprang, Head of Department at Danmarks Designskole. In the long run, the course will also invite students from the Technical University of Denmark and enable designers, engineers and business economists to take a common academic year as a module in their respective programmes. At CBS, for example, this could be the MSc line "Design and Communication Management". Naturally, the purpose is to create a better dialogue between the professions.

Involving instructors and students with different academic backgrounds allows project groups to be composed in such a way that ideas can be developed into projects which can be documented, in a technological, financial and marketing perspective. This project work has already resulted in development of commercial products. An initiative to place projects and graduates in companies is expected to result in faster utility of the projects. This will particularly benefit companies with little or no experience in using design in their production.

"Designers are often marginalised in relation to the rest of the company. The current efforts aim to increase designer understanding of the company and the company's knowledge of design," concludes Kristensen.

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The initiators of the new Center for Design and Corporate Development, Kjeld Ammundsen, Rector of Danmarks Designskole (left), and Associate Professor Tore Kristensen from CBS (right), expect the center to give companies enhanced design skills.



The integrated course in Design Management will create better communication between design artists, technicians and economists in the product development phase.



Multimedia in Research and Teaching

Over the past few years, the use of information technology (IT) for teaching and research has increased significantly at the Copenhagen Business School. IT has become a natural part of CBS strategy, and specialists have been appointed to strengthen the development of multimedia for research and courses.

Students Produce Multimedia

The use of multimedia is also gaining ground quickly in Danish companies. Usually, all new computers have a CD-ROM drive, enabling users to incorporate video, photographs, hi-fi, animation and graphics into other programmes.

To meet the demand for professionals with insight into multimedia production, CBS has introduced the course, Multimedia in Theory and Practice, for students in the MSc programme in Business Administration and Computer Science. Associate Professor Jan Pries-Heje from the Department of Informatics and Management Accounting is responsible for the course, which is designed to give students an overview of multimedia technology and also enable them to handle the creation of a specific multimedia product. A special laboratory has been set up in the Howitzvej building where students are engaged in designing multimedia programmes for three organisations affiliated with the course.



The students are producing an information CD for ASTRA Pharmaceuticals about the company's products, research and education, targeted at doctors, pharmacists and other health professionals.

The Emergency Management Agency of the Ministry of the Interior has requested a CD-ROM for instruction and training of emergency managers.

The credit rating agency, Købmandsstændens Oplysningsbureau, is taking part in development of a CD-ROM, which will present information on the products offered by the agency. The goal is to

inform customers that they can buy a complete package of products that can help them solve several problems - from credit rating to debt collection services.

Realistic Project

The three project groups have appointed project leaders who are responsible for contact with and feedback from the teaching staff and the organisations involved. They are also responsible for meeting deadlines and observing other agreements made.

Jesper Nielsen is happy with the course so far: "The companies were surprised how much time they had to dedi-



Associate Professor Jan Pries-Heje (right) sees great prospects for courses that train professionals in designing high-quality multimedia products.

cate to the process; but even though the projects are part of a course, they have been very enthusiastic about the co-operation."

Peter Stern and Jens Christian Elley have learnt a great deal: "In the beginning we had no practical experience, and we did not really believe we could carry it through. We have proved, however, that it is no problem, if only we co-operate. One of our problems was that the companies were not really sure about what product they wanted, and it was therefore a development process for them as well."

Mads Nommesen finds that the students have acquired

Per W. Nielsen, Managing Director of Microtronic, has never regretted that his company agreed to host the first CD-ROM to be used for instruction at CBS.



ESCAPE is the new common electronic study centre of the Faculty of Modern Languages. The centre was an instant success among language students.

good insight into a project leader's role and working conditions. "This experience is sure to come in handy in our future careers. I have tasted blood and would like to become a project leader myself some day."

Pernille Jin Hansen, a computer science student at the University of Copenhagen, says, "It has been a great advantage to be such a mixed group, including students from a variety of programme lines. It made working conditions resemble those of the real world, where we will also need to collaborate with people from different educational and practical backgrounds".

Research on Multimedia

Jan Pries-Heje, whose research is centred on systems to be used in multimedia, is pleased that the Department of Informatics and Management Accounting is building a major research project on mass media and interactive systems, in which several of the Department's professors are taking part. "I am delighted with the great support this project enjoys from the faculty, because it will give us an opportunity to raise the CBS profile in a field of particular interest to important segments of the business community."

Transfer to IT-based Teaching

Many courses at CBS are taught in very large classes, which result in special requirements in terms of course contents and teaching methods. Therefore, the Faculty of Business Economics, in conjunction with its strategic blueprint, is trying to break new ground by prioritising use of IT based materials. It puts new demands on teachers as well as students. The Teaching and Learning Advisory Unit stands by this process of redirection and development.

Company Visits via CD-ROM

One of the year's highlights at the Teaching and Learning Advisory Unit was the design of a CD-ROM case study of Microtronic, the market leading company in the design and production of hearing aid components. This CD-ROM case study, the first of its kind in Denmark, will give students the opportunity of drawing on a real life example in their study activities.

The structure of the CD-ROM is modular. In addition to the general introduction and presentation of Microtronic, it includes a file of financial data and key ratios and a resource module that stores company information and problems which students will deal with in their course work. The information presented may be used in many problem solving exercises and in the context of a variety of courses.

Per W. Nielsen, Managing Director of Microtronic, is happy with the result. "It is a fine product. We have received a lot of feed-back and praise for our courage in making our company accessible. We never had second thoughts, however, since we are an open company with high information standards in-house and in our external relations. Many CBS students have also expressed admiration of our willingness to take part."

Nielsen believes the case material can also be useful in the company's in-house information, and it has been made generally accessible to its staff.

This very positive outcome of the first experiment to present a case using the CD-ROM medium has whetted the appetite of the Teaching and Learning Advisory Unit. "Our goal is to design one CD-ROM case a year. In 1997, Copenhagen's Airports will host the case that we are in the process of making," says Birgitte Heiberg, head of the project.

Elegant Communication Solution

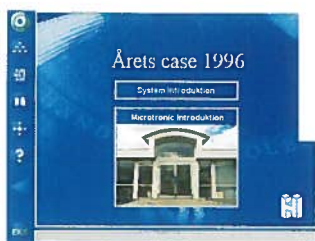
The CD-ROM is accompanied by teaching notes on how to use the electronic case material for courses and a report on the experience gained by the Teaching and Learning Advisory Unit about the creation and use of IT based study material.

"The feedback from teachers and students has been very encouraging. The only real point of criticism is a request for more key figures about the company. We will make up for that when we produce the next CD-ROM," says Heiberg.

The Microtronics CD-ROM case was reviewed by the Danish daily newspaper Politiken on 19 September, 1996. The reviewer found that:

"The CD is clear and easy to understand. Particularly the use of metaphors is intuitive and pleasant."

"The communication assignment has been solved very elegantly, prompting the user to continue the reading and search for more information. If the diagrams of the company structure had been designed to the same aesthetic standards, then the CD would have been perfect."



IT as a Learning Tool

In 1996, the Teaching and Learning Advisory Unit launched a major initiative to evaluate information technology as a means of promoting the students' learning and development.

"In taking up the challenge, we are pursuing several strategies, including creation of multimedia programmes for classroom use, collecting material and experience from abroad, offering relevant courses and communicating CBS' own experience in using IT in classrooms," says Heiberg.

The initiative includes the MultiTeam project, whose project team is responsible for developing the CD-ROM based company cases.

The 1996 CD-ROM case based on the electronics company, Microtronic, has been highly praised for its educational composition and the wealth of information presented.

Major Learning Project for New BSc Students

The students who started the reformed BSc Programme in Business Economics in 1996 were the first to work with the new Microtronic CD-ROM. The idea is to use this class as the cutting edge in developing specific CBS learning methods, integrating IT in all courses for which it is relevant.

"The BSc programme was chosen because it is a newly enhanced programme with many innovative features. We are in the process of defining the areas in which IT can add value to the BSc courses, and the first course for which we are working to provide IT tools is Industrial Survey Methods," says Birgitte Heiberg. Associate Professor Ib Andersen is currently preparing a text book about survey methods, including descriptions of all the IT methodology tools that have been tested by the unit.

Further information on

The Teaching and Learning Advisory Unit is available on the unit's homepage:
<http://www.cbs.dk.adm.dps>

Trendsetting VISTA

As part of its strategic IT initiative, the Faculty of Modern Languages has gathered many of its IT activities in VISTA, an interdepartmental unit handling activities related to knowledge processing, infor-

mation technology, language technology and active language learning. The unit reports to a steering committee on which all the Faculty's departments are represented.

The main objective of VISTA is to strengthen the Faculty's use of IT in research and teaching and build Danish and international research networks in areas such as terminology, applied language technology and computer-assisted language learning. VISTA offers courses to students and faculty staff on IT and language technology. In addition, the unit is in charge of operating ESCAPE, the Faculty's common electronic study centre.

"The centre is a great asset to all departments at the Faculty. Many IT jobs which the departments or the teachers previously had to do on their own can now be handled in co-operation with IT professionals. Technically, we are on a par with the rest of the world, and this platform ensures that our students will meet the requirements for jobs, in which language and communication projects also depend on IT", says Associate Professor Henrik Selsøe Sørensen, Chairman of the steering committee.

Associate Professor Søren Kaas of the Department of Spanish, agrees: "As an IT user in my research work, I find it a great advantage to have access to a professional sparing partner."

VISTA has also edited several publications and implemented courses and seminars for internal as well as external user groups.

"We are also pleased to have been entrusted with the secretariat function for the Terminology Group for Denmark, the forum for co-ordination of contact to Nord-Term and other international networks on terminology research, such as the European Language Resources Association," says Selsøe Sørensen.

IT for Research Based Teaching

VISTA is engaged in on-going development work in the priority areas defined in the unit's mission statement. A key ambition is greater integration of research results in the Faculty's courses, an effort that will require continuous development of technological tools.

"Our aim is to strengthen the electronic publication of research results and learning materials and enable students and teachers to handle the new tools more efficiently. One project deals with creation of a CD-ROM on language technology for use on the BA programme", says Assistant Professor Annie Stahél, who is also in charge of another new initiative, a course on Language Consciousness and Technology, which VISTA is about to provide to Open University students.

IT Meeting Students' Requirements

The U21 project - Education for the 21st Century - is a platform created by the Faculty of Modern Languages to be used for experimenting and studying methods for bringing coherence to the administrative, pedagogical and technological benefits provided by IT.

The goal of the ambitious project, implemented with MA students of the Communication programme line as the test class, is to give the graduates a solid foundation for standing up to the challenges of the job market through a general boost of the quality of the language programmes. An important aspect is reinforcing student motivation, independence and learning, for example by means of Internet connection and multimedia workstations. This will enable students to plan their study activities more efficiently and help them communicate with teachers and fellow students outside scheduled classes.

For further information on


VISTA, visit the unit's homepage:
<http://www.cbs.dk/departments/vista/>

U21 has the following homepage:
<http://www.cbs.dk/courses/u21/>

Easy Access to Stock Exchange Data

Niclas Steuch, MSc student of Finance & Accountancy, and three of his fellow students have taken the initiative for setting up a centre where students can retrieve all kinds of finance information. After much hard work convincing sponsors, finding rooms and getting the necessary computers, the four succeeded in opening their Global Exchange Monetary Centre in August 1996 in the CBS' library building at Rosenørns Allé. Students have now dubbed the centre the 'Stock Exchange Room.'

"What made us take the initiative was our lack of finance information while preparing a BSc paper. We contacted several companies such as Delfi Economics and Macro Economics Data, who were very helpful in letting us use their programmes. The school found a room for us, and the Moderate Students' Council donated computers and other equipment. Now, we have a centre with basically all information about finance accessible in one place. This is unique in Denmark", says Niclas Steuch.



LinguaNet: Communicating Through the Language Barrier

The Faculty of Modern Languages has a central position in the development of a European Union project entitled LinguaNet. LinguaNet is a multinational, multimedia communications system for cross-border police and rescue co-operation.

LinguaNet has grown from fifteen years of successful research and design of operational language and protocols for sea, air, police, business and Channel Tunnel emergency service operations.

CBS began participating in the LinguaNet project on 24 October 1995, when the LinguaNet consortium received a grant from the EU's 4th Framework Programme on "Language Engineering". The consortium is co-ordinated by Professor Edward Johnson, Cambridge, who has been the fiery soul needed to penetrate the administrative obstacles in interacting with EU authorities in Brussels.

For 18 months, a small group of researchers at the Faculty of Modern Languages at the Copenhagen Business School has been mapping the requirements and opportunities for developing a communications system to meet the needs of the police and rescue services. After an international evaluation group reviewed the first phase of the project, the LinguaNet consortium was granted another year to finish its development of a prototype.

More than Language

Associate Professor Inge Gorm Hansen of the Department of English and Associate Professor Henrik Selsø Sørensen, Head of the Department of French, Italian and Russian, co-ordinate the Danish LinguaNet team. They are assisted by three research assistants: Bianca Hede, Ann June Sielemann and Anne-mette Ruding. In collaboration with ProLingua Ltd. and Université Bordeaux II, the Danish team is responsible for the linguistic research of the project, including terminology and language technology. Meanwhile, the Faculty of Law at the Katholieke Universiteit Leuven in Belgium is studying the legal aspects of international police co-operation, and a department of the Philips Communication Systems is developing the relevant communication technology for the project.

The technical component comprises a network of terminals temporarily placed in Denmark, Britain, Belgium, France, the Netherlands and Spain. Operational information is already being exchanged via the LinguaNet system and may assist police and the Interpol within existing legal frameworks. Despite the catchwords "communication across language barriers", the co-operation goes far beyond the linguistic aspects.

"We have a model collaboration with our user group both in Denmark and abroad. It is fascinating to see what needs the users have, and how we can help them in their everyday work. ...What was

originally thought to be a small dictionary in a corner of the screen has now been developed into a knowledge base. Access to a fixed terminology in the various languages is not sufficient. An alarm must sound wherever different procedures in various countries may cause misunderstandings," says Selsø Sørensen.

Although the linguistic foundation of the communications system is of prime importance, in the long run there may also be a need to transmit text combined with live pictures and sound. This aspect is also being studied. The LinguaNet user group plays an essential role in system design feedback and evaluation.

A Complex Assignment

LinguaNet produces tailor-made applications for specific areas. These applications employ user-specific message templates and other linguistic controls, graphics and sounds to achieve fast and accurate messaging and information across language and administrative barriers.

For instance, a police officer who apprehends a suspect from another country has several system requirements. Differences in police procedures from country to country must be clear to both officers and suspects. The LinguaNet knowledge base gives the police officer access to the relevant facts to help him perform his duties.

Great Expectations

The project has already shown its capabilities with the installation of nearly 20 LinguaNet computer terminals. In the investigation of the murder of an English schoolgirl in Brittany in the summer of 1996, French and English police asked specifically for LinguaNet terminals in order to facilitate co-operation.

In the 15 EU countries, there are more than 100 independent police forces with a total of 1.4 million police officers speaking 18 different languages. This population is expected to be interested in linking up to the network once it is completed. In the future, LinguaNet also expects the business world to discover the potential commercial applications of the system. An international security company, Group 4, has already joined the project.

The project has given CBS valuable know-how and experience. "The consortium is already working on an EU application for resources to continue and expand work in the field of controlled language and police communication. There is a need for language resources to power the systems and programs underway in this area. Working in co-operation to meet these needs will be extremely interesting and a great challenge for our researchers," concludes Gorm Hansen.



Associate Professor Inge Gorm Hansen and Professor Edward Johnson (right) talk to His Royal Highness, Prince Philip, Duke of Edinburgh, about the Lingua Net during his visit to the project in 1996.

Examples of language confusion that the LinguaNet project will help eliminate:

1. For our colleagues of ARRAS (Pas de Calais), could you give us the identity of the owner of the vehicle quoted about and the following: [immatriculation] - They have committed exceeding speed on motorway.
2. IC"-
RBGY1F0%QWV=X:4_Wo%"8HY7(
>%4/fY&M(XMV,-o\$_oCl2Yo[; >`
> end
Sorry Can you translate it for me. - No - I cannot - the machine had indigestion! Our man in Edinburgh is fixing it. Meanwhile, a true copy of the original message is on the way.
3. NN is known to the British police. He has previous convictions for theft, purgery and burglary. He is not wanted.
Purgery ?
Hello, PERJURY = PARJURE/FAUX SERMENT.
4. TELPHONE NO?
Subject: identification no telephone
5. Son description est suivant: mince, 5ft 11", aux cheveux bruns jusqu'au col.

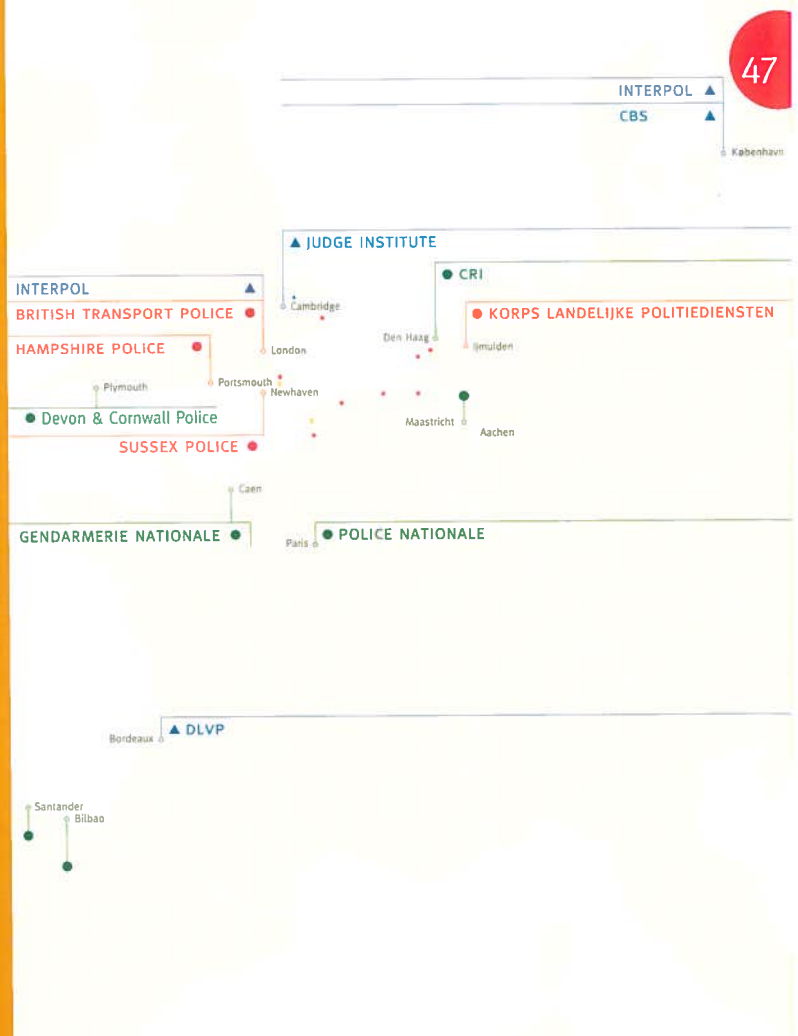
▲ Research Terminal

▲ Research Terminal under negotiation

● Operational Terminal

● Operational Terminal under negotiation

✕ Emergency Incident Terminal



Social research that matters

With the launch of a new publication series in May 1996, *The Hall of Mirrors (Spejlkabinettet)*, the Faculty of Economics and Business Administration introduced a form of research communication which has succeeded in attracting the attention of the media and politicians.

It can be difficult for a research community to communicate its results. Social researchers often find it hard to gain the media's interest in research conducted at universities and business schools, even though their research is focused directly on issues and problems of contemporary society. But some of them simply have not tried hard enough.

"I do not think our Faculty has any problems channelling its research results into society. Many of our researchers contribute their expertise on research and education in an ongoing, daily exchange with the business community. We also find that the press-radio, television and newspapers increasingly use our researchers as commentators or experts," says Dean Gert Bechlund of the Faculty of Economics and Business Administration.

At the end of 1994, the Faculty decided to intensify its efforts to provide information on its research. The idea was conceived in the Dean's Research Committee.

"Social research has an obligation to openly discuss issues of importance for the

development of society. These are not necessarily current problems, but issues which have a longer perspective and are relevant for the development of the Danish welfare model. As researchers we have a duty to raise the issue when our studies uncover problems which ought to be of public interest," says Professor Hans Siggaard Jensen of the Department of Management, Politics and Philosophy, one of the initiators of the new publication series *The Hall of Mirrors (Spejlkabinettet)*. The media coverage of the previous books in the series shows that the CBS departments conduct serious and comprehensive research which evokes public response.

The Research Committee teamed up with Science Journalist Gitte Meyer and a printing house to produce an attractive presentation of the research findings.

Meyer accepted the project judging she would be given a sufficient degree of freedom to carry out the assignment.

"I found the openness of my partners at CBS was the fascinating aspect of our co-operation. It was a truly different assignment. They were serious researchers who had something at heart - substantial contributions to the public debate on important social issues. They were driven by their cause, not by the opportunity to earn PR points for their work. They took the communication job seriously. I could not resist that," Meyer says.

"The reason that we chose this solution was a wish to reach a wider circle of the business community, government, organisations and media. Small, easily-read, thematic pamphlets could be the key to the dialogue with new groups in society," continues Dean Bechlund who says the reception of the two first volumes in the series is very encouraging.

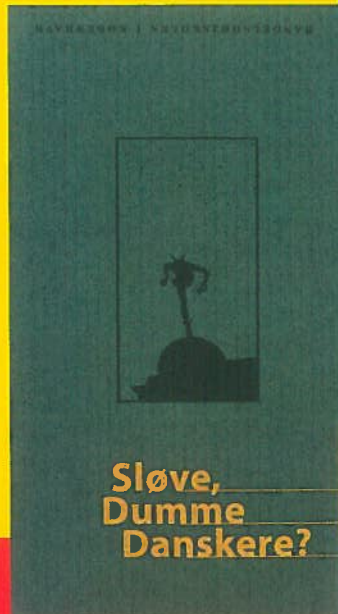
"We are pleased with the reviews written for our internal CBS newspaper, *Kræmmerhuset*, (No. 7/96) by the Ministers for Business and Industry and for Labour, and we are happy with the media coverage. It shows that we have found a good format for communicating the results of our research," concludes Bechlund.

The title of the series reflects a wish to present new and refreshing images on well-known issues. The new series communicates topical issues with all their complexity, nuances and doubts across disciplinary boundaries and without compromising the quality of the research.

"Dull Dumb Danes"

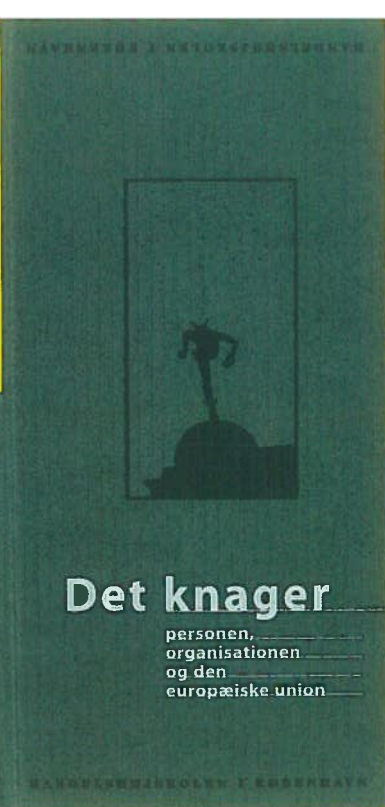
Dull Dumb Danes was the title of the first publication that came out in May 1996. Researchers of the Faculty tried to create a counter image to the usual depiction in industrial policy debate of Danes as a people without initiative, mobility and ability to accept renewal.

In their studies, the researchers point to findings that Danes are in fact highly mobile in the labour market, that the enterprise spirit is far from dead, and that Danes have adopted new technology, however, in a typically Danish way, for example in the shape of technological innovation which drives the growth of Danish small scale industries. The researchers indicate that politicians and administrators focus too much on the experience and theories of other countries instead of discovering the unique possibilities and resources particular to Danish work culture, which can indeed generate a great deal of dynamism.



Mimi Jakobsen, former Minister of Business and Industry, writes in her review, "As Minister of Business and Industry, it is always interesting to read what researchers have to say about industrial policy, especially when they write in clear and vivid language."

Jakobsen notes, "The findings do away with many of the myths surrounding the business community and its problems. These are myths which not only thrive in the media, but also among us politicians."



Det knager

personen,
organisationen
og den
europæiske union

"It's Creaking - the Individual, the Organisation and the European Union"

In June, the second volume of the publication series appeared under the above title.

A very robust myth about the Danish labour market among politicians and organisations is the perception of the rapport between employers and workers as a uniquely Danish phenomenon. Through agreements between the organisations of employers and workers, all employees are covered by rules that protect everyone's job security and legal rights.

But is this true? Are the Danes world champions in labour market harmony? Do the agreements secure the fundamental rights of everyone who is employed?

Following on the heels of *The Bridge in Our Heads*, (*Broen i vore hoveder*) another book, *Faster than the Wind - Speed and Tempo in Production and Education*, (*Hurtigere end tanken - fart og tempo i produktion og uddannelse*) was published.

Some of the researchers at the CBS economics departments are not so sure. Through their research into employment conditions in the Danish labour market, they have uncovered several facts that contradict the myth. For example, well over half the private sector employees have few rights and are not protected by personal legal guarantees in relation to the organisations that have been vested with public authority.

In her review of the book, Minister for Labour Jytte Andersen writes:

"It is a relevant contribution to the ongoing debate on the Danish model - a highly topical, but also complicated subject which has seldom been presented as clearly as in this book."

"I would like to urge CBS to continue the series *The Hall of Mirrors*. We need publications which can further the debate, and thus development, by taking a less compromising attitude."

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Quality Development - A Key Element in the Strategy Process

As a central part of its strategy process, the Copenhagen Business School has decided to focus on improving the quality of its study and research programmes and services. 1996 showed a great deal of progress in quality projects.

Quality development is one of the major focus areas for CBS, as efforts intensify to place the school on the international research and education map. In addition to the school's own staff, many others have been involved, including students, the business community, and universities and business schools abroad.

"We want everyone to take part in the process and to share responsibility for meeting our short and long term goals. If we are to succeed, we must enter into a continuous dialogue with interested parties, set our priorities and follow up on the decisions we have made," says Vice President Bente Kristensen, who is responsible for the quality development project. Taking stock of 1996, Kristensen believes that the goal of creating a unique quality culture at CBS is in reach.

Many Projects and a High Level of Activity

A wealth of activities took place in 1996. CBS' participation in the CRE evaluation project (see p. 10), in

particular, involved a great many resources. In addition, major efforts have been directed at a Method Development Project and the CEMS Quality Task Force.

CEMS Benchmarking Complete

A CEMS benchmarking project concluded with a report comparing the bachelor programmes of various CEMS schools. The report was made available to the BSc Study Board for use in their work on the academic and educational profile of the new BSc programme.

This report has drawn international interest for various reasons, not least because experience with this form of benchmarking is relatively limited.

From Teaching to Learning

During the course of the year, project activities serving as a form of internal benchmarks have primarily been directed at initiating tutoring services in the BSc programme in International Business

Administration (SPRØK), the BA in Business Language and the BSc programme.

The BSc programme has implemented its own introduction course, including the use of a multimedia case study of the Microtronic company on CD-ROM, the introduction of a tutoring scheme and a series of new educational initiatives with built-in, on-going evaluation. (see pp.52-53). Following a study of SPRØK's experience with a tutoring scheme, the BA programme followed suit in August 1996.

A task force composed exclusively of students is responsible for generating project ideas and organising internal benchmarking. The project is headed by a steering committee entrusted with the job of ensuring the exchange of experiences, which involves communicating "good practice" from one study environment to the next. Members of the steering committee include the programme directors of the two main bachelor programmes, the BSc and the BA in Business Language.

In 1996, CBS succeeded in launching two new initiatives: the electronic "CBS Project Exchange" and the BSc trainee scheme. Through this initiative, BSc students are assigned to a company for six months for a specific project. At the end of the trainee period, the students receive a certificate and reports from the company as well as the student's CBS supervisor.

Strengthening Quality Co-operation

In addition to an open dialogue and the exchange of experiences, a vital condition for strengthening the quality culture at CBS is concrete co-operation between all the areas working with quality development.

"I think we have achieved a number of results in 1996 that bode well for future co-operative efforts across faculties, study programmes and so on. Take, for example, the creation of new educational initiatives as well as cross-faculty work on the Method Development project. The co-operation among the administrative staff for competence development should also be mentioned here," says Kristensen.

However, in spite of all concentrated efforts and many positive results in 1996, Kristensen suggests that there are still many areas in which dialogue and concrete co-operation ought to be strengthened:

"I am thinking here of issues like the need for greater coherence and more visible priorities in the educational arena and competence development of both tenured and part-time staff. This is all part of CBS' shift from mass-education to individual talent development and more intensive co-operation on feedback mechanisms and assessment of the research evaluation process at CBS." According to Kristensen, this is an area where it would be highly



Vice-President Bente Kristensen is responsible for the CBS quality development project.



Professor Lee Harvey from the University of Central England, Birmingham, is an expert on quality development processes. As a consultant, he has visited CBS several times in the past few years to monitor the quality culture process.

useful to have a follow-up to the article "Beneath the Smooth Surface of Evaluation Rhetoric" by Professor Finn Borum and Associate Professor Hanne Foss Hansen. Their article has stirred international interest also in CRE context.

Moreover, Bente Kristensen calls for involving external examiners and programme directors more directly in the quality development process, for instance, in connection with the annual reports of these groups.

CEMS Quality Task Force

The CEMS Quality Task Force was established in early 1996. At the same time, a sub-group composed of four member schools, including CBS, was established to provide a control and development-oriented evaluation system. This group presented its results to the CEMS Executive Board in September 1996.

"We succeeded in preparing two questionnaires to be tested in pilot surveys in 1997," says Kristensen, who serves as the CBS representative of the group. She co-authored one of the questionnaires (Q1), which was designed to evaluate the entire CEMS programme, while Q2 evaluates the period of study at another CEMS school.

Serious International Interest in Quality Development Project

Quality development has been on the agenda of many European universities in recent years. As a result, all projects dealing with quality development are studied with interest since experience remains relatively limited. This interest has led to a number of requests for Kristensen and others to write and hold presentations on CBS' experiences in the area of quality development.

"On behalf of the school I find it pleasing that international university organisations and professional journals, for example, *Quality in Higher Education*, are

showing an interest in our quality development process. Not only because this provides us with a good opportunity to sharpen our profile in this area, but even more so because we are presented with an optimal chance for dialogue with other universities about the whole process, and we can learn from their experiences," Kristensen concludes.

Updated BSc Programme Focuses on the Company

On 22 August 1996, the start of the fall semester, 600 first-year BSc students began their studies with the knowledge that they were the first to try out an entirely new curriculum. The BSc programme has changed, with fewer yet more comprehensive courses and new types of classes. The basic philosophy of the new curriculum requires students to shoulder the responsibility for assimilating knowledge.

Programme reform began in the fall of 1994. Since then, several committees and working groups have presented memos and held seminars in order to produce a revitalised, high-profile BSc programme. During the spring of 1996, the contours of new BSc studies emerged, indicating a radical break with the past in several key areas.

Focusing on the Company

The new programme aims more directly at business and industry. All courses and disciplines focus on the company. To meet this requirement, studies concentrate on core courses in business economics, increased course integration, more distinct progression and interdisciplinary projects.

A great deal of importance has been placed on strengthening the learning dimension of the programme, and providing students with a tool that allows them to develop greater commitment and a sense of responsibility. The use of information technology, more tutorials and presentations are other means of encouraging students to live up to the requirements.

"These initiatives are intended to encourage students to

prepare more efficiently for lectures and be more committed to their studies. A balancing of the work load over the three years, improved tenured staff ratios and increased instructor training are just some of the other measures designed to make the programme more relevant and interesting," says Associate Professor Vagn Thorsgaard Jacobsen, of the Department of Accounting and Auditing, who is Programme Director.

A tutorial scheme under which older, more experienced students hold regular meetings with first-year students is designed to create a stronger study and social environment for the BSc programme. The tutors will also be able to provide the BSc Study Committee with immediate feedback if they come across general problems during the meetings.

Rewarding Steady Efforts

Jacobsen estimates that new methods of assessment, involving combined grades and mid-term exams, will appeal to the students.

"The mid-term examinations are being introduced to reward students for steady work effort. The tests will be

alternatives to the 'do or die' exams which have traditionally been used in the BSc and other programmes. I expect the introduction of the new exams to contribute to an increase in the general effort and enthusiasm of the students," he says.

Students Need to Learn Holistic Thinking

The most important innovation of the BSc programme is increased focus on the company as the central element. The courses concentrate on the company and its environment. This focus should already be made clear to the students in the introduction process.

The importance of the company will be stressed from the first day of study, when students will be challenged with a real company. In 1996, Microtronic made its data available for a comprehensive multimedia case (see page 41). The case, via CD-ROM, provides the students with a general introduction to the BSc programme, its disciplines and courses. It also contains a wealth of information on Microtronic.

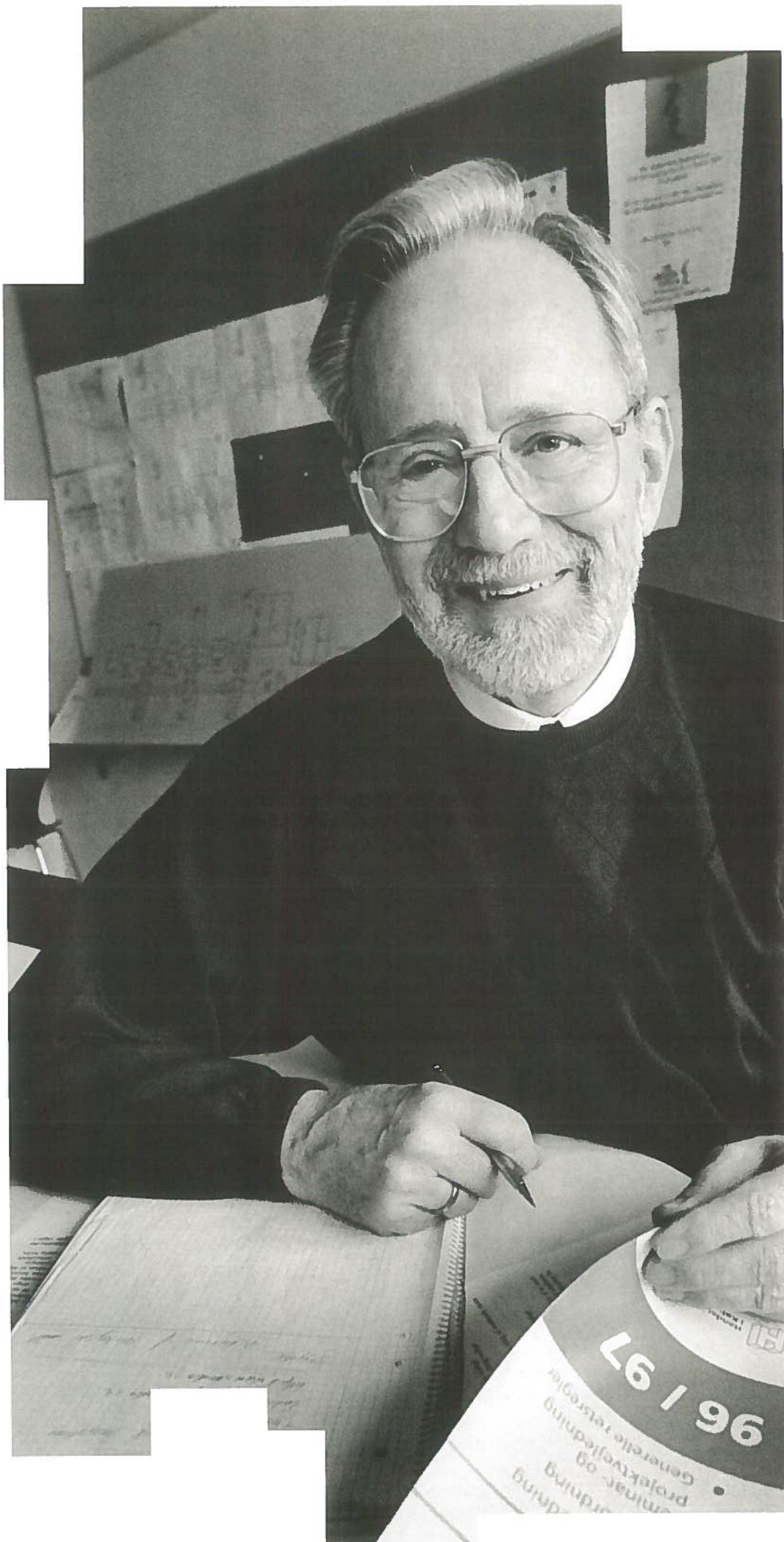
"From the outset, the idea was to give students a holistic approach to their new studies. To make them think in entities and take an interdisciplinary approach. They should learn to ask themselves what theory is for," explains Jacobsen. He says it is vital that the study programme places IT demands on students. Computers are not



Case study based on multimedia material is a key feature of the new BSc programme.



Improved orientation programmes, the introduction of tutors and the celebration of commencements are among the initiatives taken to strengthen the BSc study environment.



The goal set by Associate Professor Vagn Thorsgaard Jacobsen, Director of the BSc programme, is to give new students a broader view of their studies and encourage them to take an inter-disciplinary approach to their study work.

only for word processing, but also for information retrieval and communication with instructors and fellow students.

Close Follow-up through Evaluation

The many changes in the programme have prompted the BSc Study Committee to keep a close eye on developments in order to see whether the new structure works.

"We continuously evaluate progress in order to be able to make rapid adjustments if they are needed. It is imperative for us to recognise all the relevant signals from the students as early as possible," concludes Jacobsen.

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APIM- an Excellent Learning-by-Doing Program

The Advanced Program in International Management (APIM) has received highly positive evaluations, particularly from its discerning body of international students. The main reason for the wonderful reception has been the high international level of the programme and its practical approach.

It has been two years since American-born and educated Associate Professor, Heather Hazard of the Department of International Economics and Management, took over leadership of the CBS APIM programme. Using a carefully planned combination of American and Danish study elements, Hazard has succeeded in applying her professional skills and many business contacts to create an internationally-oriented study programme. The programme enjoys widespread recognition among students as well as the Danish companies, which host the projects of the programme. APIM primarily addresses CBS co-operating partners in the PIM Circle as well as our CEMS partners.

Emphasis on Planning and Presentation

Hazard believes it is highly important to plan the courses tightly in order to enable students and companies to achieve optimal benefit from the programme. The extensive use of case studies, guest lecturers and professional consultants ensures a high professional standard and close links to practical business life. There is continuous reporting during the course.

The concluding assignments include a multimedia presentation and a major written project based on the themes which the groups worked on in the companies.

"I find it vital that the students learn to use information technology and, at the same time, are capable of presenting their results - both to each other and the companies that willingly took part in their project work. Then they can see what the students have learnt, and the students are given a chance to practice their presentation skills just as they will have to do on the job," says Hazard.

In Hazard's opinion, the students cannot get enough practical experience. Therefore, the programme begins with a series of field trips to internationally-oriented Danish companies, where the students are able to discuss internationalisation with managers and consultants. This is of particular interest to the international students who make up half of the programme's enrolment.

"It is important that our international students are well versed in the conditions and problems of Danish companies with an international orientation. It gives them insight into the conditions of business in Denmark at an early stage," notes Hazard.

Among the Best Initiatives Ever

The students are divided into eight groups of six students. In each group, at least one

must be a native Danish speaker and one a native English speaker. Attached to each group is a consultant from one of the big consulting companies. He or she will be the professional adviser throughout the project.

"The companies have become extremely interested in the potential of our projects. They see clear advantages in getting a solid, application-oriented study of the project topics they propose. Now they contact us themselves," says Hazard. The companies have nothing but praise for the projects prepared by the APIM students. This praise is shared by the international students in the course.

Mikael Worning, Senior Manager with Bang & Olufsen, has found the performance of a group preparing a strategy plan for technology projects in the medical sector so convincing that the project will be used in the further considerations of Bang & Olufsen. Peter Kurstein of Radiometer believes the APIM model is among the best initiatives ever taken by CBS.

Jinne K. Tepstra of the Erasmus University in Rotterdam applied to CBS, particularly because of the APIM programme: "It is at a particularly high level and we have learnt an incredible amount from our consultant work in the companies. The opportunity to test the theory in practice - action/learning - was the most valuable aspect."

Tor Instanes of the Norwegian School of Economics in Bergen found the APIM

course a new and highly challenging way of learning. His case studies and the practical project were the parts which gave him the most valuable experience.

"The combination of theory and practice helped me take a big step forward. I would like to commend the many good, internationally-oriented instructors and resourceful consultants," says Instanes.

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The APIM programme, contributing companies and international guest lecturers 1995-97:

Project companies:

Kampsax	(1995, 1996)
Kompan	(1995, 1996)
Oticon	(1995, 1997)
Tele Danmark	(1996)

Consulting companies (Project advisers)

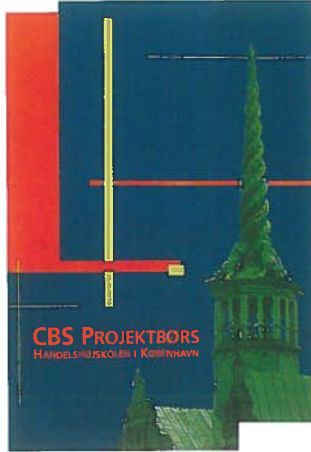
Aarsø Nielsen (A.T. Kearney)
Carl Bro
Deloitte & Touche
Kampsax
PLS Consult

International guest lecturers:

Peter Barklin (1996)
Jean Francois Hennart (1996)
André Morkel (1995)
Arthur Stonehill (1995)

New Co-operation Opportunities for Business and Industry

In 1996, the Copenhagen Business School launched two new initiatives designed to intensify the dialogue between CBS students and graduates and the business community. Companies can now post ideas for projects in the CBS Project Exchange and invite students to accept internships.



Use of the electronic Project Exchange is catching on among companies. They are increasingly posting their project proposal on the CBS Project Exchange to catch students' interest.

All New Ideas Need Breaking-in

The CBS Project Exchange is an Internet forum that provides a venue for companies and MSc or BSc students to exchange proposals for projects. As part of the marketing effort, a pamphlet explaining the new initiative was mailed to companies and organisations. The idea of the exchange is to make companies interested in engaging MSc students for assignments that would otherwise remain untouched due to lack of time and/or resources. The Confederation of Danish Industries, Danish Commerce and Service and the Danish Society for the Advancement of Business Education (FUHU) are active partners in the Exchange.

Companies Most Frequent Users

Associate Professor Peter Neergaard of the Department of Informatics and Management Accounting heads the project and is satisfied with its progress.

"I would not object to more projects on the Internet, but on the other hand we must be realistic. Companies and students need to get accustomed to the concept first," he says.

So far, companies have been the predominant users of the system. The companies posted about 25 projects in 1996, but Neergaard expects the students to increasingly use the system once their master's theses come up in the spring of 1997.

An English version of the CBS Project Exchange will be available on the Internet from March 1997.

"It is a great opportunity for many of our international students and increases the possibility for co-operation between our students and companies abroad," Neergaard concludes.

The Internet address for the CBS Project Exchange is:

<http://www.cbs.dk/servuk.html>

Information is also available from the CBS homepage at
<http://www.cbs.dk/>

Competence Development Knows no Boundaries

As part of the CBS Competence Development programme, the CBS Library and the Department of Finance have taken the initiative to develop the skills of various groups of administrative staff. In particular, the programme seeks to strengthen international competence by, for example, sending employees abroad.

Internationalisation requires the academic staff to develop international networks and publish more in foreign languages. This means that the administrative staff must also be able to function in an environment in which visiting researchers are a natural part of the activities of the department.

"It is not just a matter of improving our foreign language skills. We must also know more about the scientific and educational conditions of the countries we work with. In particular, we need to know what other countries expect of the administrative service, otherwise we will be unable to fulfil the demands," says Head of Section Inge Andersen of the Department of Finance. Andersen was the initiator of a quality development programme for departmental administrative staff which was set in place on a trial basis in 1996.

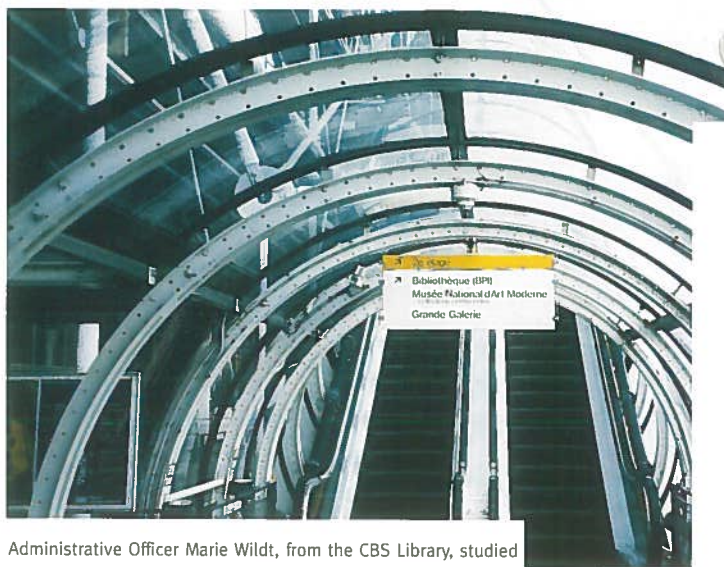
Preparation Crucial

Six employees spent up to two weeks in another country. To prepare for their studies, they developed interview guidelines and attended a brief course in presentation and other techniques in order to strengthen their performance.

"We interviewed our counterparts about their jobs and conditions, their co-operation with researchers and about the general conditions within their school," said Administrative Trainee Camilla Pedersen who spent two weeks at the Université de Paris-Dauphine, Paris IX.

"Most of the time we found that reality did not suit our interview guidelines. It was simply not always possible to get hold of the right people, and conditions at the various universities differ a lot," adds Senior Administrative Assistant Annette Gottlob who visited Wirtschaftsuniversität Wien.

"They often had difficulties finding time to spend with us. They are as busy as we are. We had to get around on our own and find the right



Administrative Officer Marie Wildt, from the CBS Library, studied abroad at the library of the Centre Georges Pompidou, Paris.

people; that surprised us some-what," says Senior Administrative Assistant Christel Sølvsten, who visited Bocconi in Milan.

Different Benefit

Individual commitment turned out to be a decisive factor in terms of the benefits derived from the visits to sister schools abroad.

Assistant Eva Skaarup was amply rewarded during her visit to the University of Southampton.

"It was a highly professional administration section, which provided a very high degree of service to both researchers and students. Each unit at the department had its own secretary with some clearly defined tasks. They were open and friendly and helped me as much as they could. I was given the opportunity to help develop a database," she says.

They all agree that administrative staff at CBS are better able to plan their own work and take part in post-training courses than at the universities they visited. Future visits to foreign universities, however, should be planned in more detail.

Librarians Want to Learn too

As part of its human resource policy, the CBS Library has developed a placement programme for 1995-97. According to Head of Department René Steffensen, the programme leader, the purpose is to increase foreign language proficiency as well as develop an international network with other academic libraries, and make sure that the technical facilities of the CBS Library are on a par with international standards.

"We can always learn something from the others about their service standards, user information and their use of information technology. An



Administrative Assistant Inge Andersen took the initiative and designed an administrative staff development programme for the Department of Finance.



The administrative staff of the Department of Finance went abroad for benchmarking studies. From left: Christel Sølvsten, Annette Gottlob, Inge Andersen, Camilla Pedersen and Eva Skaarup.



additional advantage is that such placements help to strengthen personal development for the benefit of the general staff environment," says Steffensen.

Business School Libraries: The First Choice

The Library concentrates on providing study visits for interested employees to business schools around the world.

"We prefer our staff to be placed at universities which already have an established co-operation with CBS. It is important that they visit a place with a professional environment which resembles our own. This ensures that good ideas can more easily be copied here at home," says René Steffensen.

In 1996, the CBS Library succeeded in securing placements at the University of California, Berkeley, Stanford University, Babson College

and University of British Columbia (UBC), Vancouver as well as the Pompidou Centre in Paris.

The librarians stay at the foreign library for 4-6 weeks. Normally a programme has been prepared before departure and the librarians consider the posting as a period where they are simply doing their job at a different library.

Valuable Inspiration

In September-October 1996, Research Librarian Lars Mølgaard Frandsen was posted to the David Lam Library at UBC in Vancouver. "The visit was highly instructive, and I learnt about their use of CD-ROM products and online bases. I definitely improved my knowledge of bases with relevant business information," he says.

During her stay at the Horn Library at Babson College, Librarian Liv Bjerger Laursen concentrated on the library

services for the various schools as well as the reference duty system. "Horn Library has a different information service structure than we have. The reference duty officers primarily serve the users and help students get started on literature searches. The students can also arrange appointments with a librarian for individual guidance, for instance for a major paper," Laursen says.

Librarian Mette Bechmann was placed at the Jackson Library at the Stanford Graduate School of Business. She participated in loan services and later took part in a project to find good Internet links. "From a technological point of view, the libraries at Jackson and CBS are very similar. The differences are in non-technical areas such as the use of outsourcing for jobs like cataloguing and article retrieval," she says.

Søren Madsen had a similar experience of outsourcing during his spell at the Long

Business and Economics Library at Berkeley. Long also has much longer opening hours and a large and varied selection of library courses. "The courses are carried out by a Teaching Library that is common for the whole university. We can learn a lot in this area," he says.

Library Administrative Officer Marie Wildt was posted for a month at the Bibliothèque Publique d'information (BPI) at the Centre Georges Pompidou in Paris. She says, "Perhaps the best thing about the visit was that I succeeded in reserving two full weeks for studies in the department for database, CD-ROM and Internet resources. I was given thorough insight into the French system. That will serve me well in my function as a librarian specialising in French reference material in the future."

From Office 101 to an International Research Environment

The Department of Organization and Industrial Sociology (IOA) was set up in 1953 by Professor Torben Agersnap in the legendary Office 101 at Julius Thomsens Plads. Today, the department has a staff of 50, including tenured faculty, administrators, PhD students, project workers and visiting researchers and occupies two entire storeys at Blågårdsgade. In 1996, three of the department's academics earned their post-doctoral degrees and IOA was named "Department of the Year".

Organisations, public, private, professional and voluntary, are not fixed structures, but systems of interpretation, meaning and action which are continually created, re-created and changed by the participants.

This basic approach saturates IOA's research environment. Here IOA has created an environment for researchers under the umbrella of what is called "organisational sociology". The researchers get inspiration from a broad range of disciplines beyond organisational theory and sociology, for instance, psychology, economics, political science and law.

The interdisciplinary, international group of researchers co-operate in four core areas:

- Organisational Theory
- Business and Industrial Sociology
- Management and Strategy
- Human Resource Management

Ambitious Research Objective

"The perception of research as something inaccessible and dry is misleading, at least in our department. It would be more appropriate to characterise our environment as an open, creative disarray with many types of activities and projects going on at the same time," says Head of Department, Professor Finn Borum.

The research projects at IOA combine fieldwork with theoretically based analyses and theory development. The researchers also hope to influence practice, not only through traditional communication of results, but also through dialogue and co-operation on projects.

Four Core Areas

The picture of organisational sociology, as drawn up by the department, deals with more

than static, rational theories and challenges the more rational economics agent model. Organisations are viewed from a number of different theoretical perspectives at the same time. Consequently, the department is not split into sub-departments or permanent specialist groups.

"Very few of our researchers can be placed in only one of our four core areas. Projects and studies cross each other in a matrix where the different research areas are related to one another. This way of thinking does not lend itself to a fixed division of researchers," says Borum.

The research focuses on private companies, public institutions and interest organisations. The range and contemporary nature of the projects can be illustrated by examples such as regional shopping centres, knowledge-intensive companies (biotechnology, information technology, wind turbines), hospitals, labour market negotiating systems, humanitarian organisations, and sports associations.

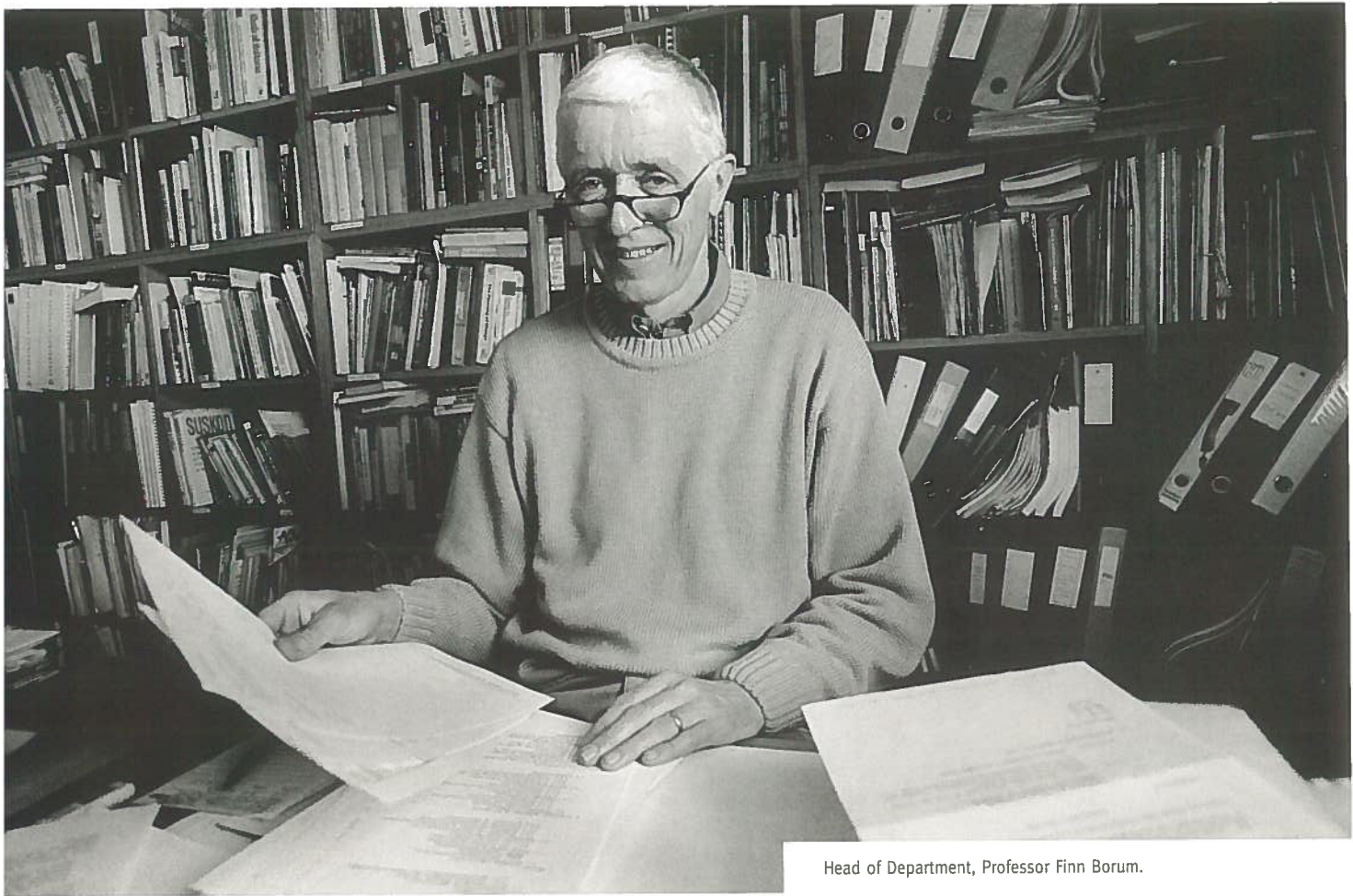
Different researchers use flexible and complex forms of co-operation including international networks, projects, conferences and workshops to realise the ambitious departmental objectives:

- to be a national and international centre within "organisational sociology", characterised by studies at the macro, meso and micro levels within behavioural science;
- to develop interaction with Danish business and the voluntary and public sector as a supplier of knowledge and competence;
- to offer significant contributions, using the department's competence, to the understanding of tomorrow's corporate and organisational structures, human resources and working environment.

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Head of Department, Professor Finn Borum.

All disciplines and specialities form the department's four core areas in which IOA aims to reach a particularly high national and international level.

Organisational Theory is a departmental strength. While earlier theories have focused on the suitability of various organisational structures in different situations, IOA concentrates on interpretation processes and views organisations as loosely coupled systems in which change is the norm.

Corporate and Industrial Sociology is under development to become yet another strong area. Studies centre on the informal social structures of companies and working environments and their interaction with the formal corporate rules. Other areas are analyses of national, regional

and sector business systems.

Management and Strategy is a third area with strong potential. It deals with management seen from the top as well as the bottom of the organisation. Management and strategic processes are studied as they relate to obscurity, ambiguity and paradoxes. A special field is technology management and the new demands put on strategy and management by technological developments.

Human Resource Management courses are offered widely, but the department does not have enough staff to conduct corresponding research. It has been targeted as a key research area by the Faculty and will be strengthened over the next few years by the addition of a full professor, an associate professor and more PhD students.

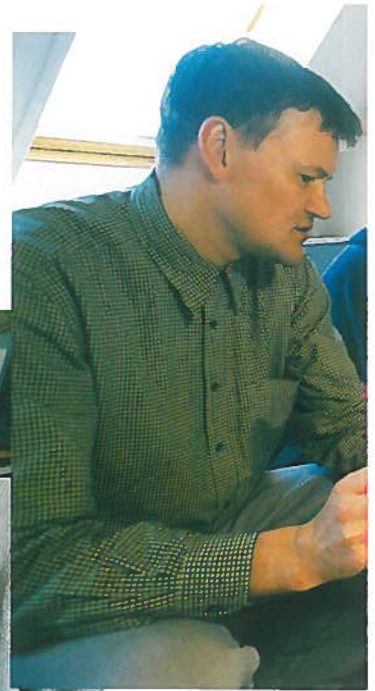
Central Effort in Instruction

In 1961, IOA took the initiative to establish the HD programme line in Organisation. Over the years, this programme has been attended by many practitioners with a variety of non-CBS educational backgrounds, including many engineers. The programme has been further developed, and over the past two years it has been carried over from an evening to a day programme. For the moment, both the day and evening programmes are offered. The new day programme has been built up with theme-based modules, complemented by an action-learning project tying the theories to a specific job with organisational development in a company.

At the BSc level, IOA offers compulsory courses in organisation as well as several electives. For the BSc International programme, IOA offers a course in Organizational Behaviour. The department has contributed actively to the 1995 BSc reform and has to the development of new CD-ROM case material.

In 1992, the department played an active role in the development of the MSc programme reform which introduced the MSc programme's current line structure. The department participates in the instruction and co-ordination of three lines: "Human Resource Management", "Management of Technology", and "Strategy, Organisation and Management".

The Department of Organisation and Industrial Sociology hosts a busy group of PhD students. Professor Finn Borum discusses an issue with Assistant Research Professor Eva Zeuthen Bendtsen, PhD.



"Our teachers are so popular that the system is at the point of breaking down. There is a major demand for staff hours for instruction, course development, new international projects and programmes. To cope, we have developed a system of annual planning interviews, during which the head of department and each faculty member discuss plans and activities for the next four semesters. Otherwise, we risk that our research is pushed out," warns Borum.

Active PhD Environment

Since 1993, IOA has focused more on PhD students. In the past, IOA has been one of the most active departments in the Faculty. Recently, a systematic effort to create an active PhD environment has increased the number of PhD students to 20, half of whom work at the department. They work with individual projects such as studies of hospital management, a development of new knowledge and organisational forms, project management, competence development, corporate and professional cultures, and local business systems.

An International Environment and Network

Over the past decade, internationalisation has been an important goal in departmental plans. The goal appears to have been reached since more than half of the department's published research is now in English.

1996 Research publications

	English	Danish
Dissertations	2	2
Books	2	11
Articles in journals	8	2
Articles in anthologies	15	15
Working / conference papers	19	5
Other publications	4	11

International visiting professors and researchers have helped make the internal environment more international. In this connection, it is worth mentioning that IOA's long-standing contact with Stanford University led to the appointment of the first honorary doctor to CBS, Professor James March. This association also prompted the establishment of the Scandinavian Consortium of Organizational Research (SCANCOR) network, which has played an important role for the international contacts of both doctoral students and senior researchers.

In general, PhD students now spend some time researching abroad. New positions are posted internationally as a means of strengthening the department's development through international recruitment.

In addition, several faculty members are centrally placed in international research networks. Eureka Management Research Initiative (EMRI) is a co-operating body for technology development. European Management and Organizations in Transition (EMOT) is a broadly-based research programme for management and organisational forms in Europe. The Cranfield project maps out staff policies in 19 European countries, Australia and New Zealand.

"Building a well-functioning research environment requires a long, collective effort. One must be patient and look 5-6 years ahead before the results really begin to show," says Borum. "Renewal of a research environment can rarely be achieved through recruitment of established researchers alone, but

requires education of new researchers as well. Since a PhD programme takes three years and a subsequent affiliation as an assistant professor also takes three years, the required staff renewal is a long-term process," he says.

With regard to publications, the process normally takes 3-5 years from the start of a research project until publications have been presented in the form of articles and books.

"The long haul continues," concludes Finn Borum. "IOA not only wants to defend the position it has achieved, but also to grow even more. We are working towards this collectively and measuring our progress continually using these five criteria for success:

- Internationalisation measured through publication, networking and exchange
- PhD programme quality
- Continuous and progressive activity planning
- Internal academic and social environment
- Degree of renewal through new recruitment.



Building a strong research environment requires a long, tough haul.



Lars Lindkvist earned the Dr.merc. degree for his impressive work on co-operative societies and employee buy-outs. He contributed to clarifying the concepts of legitimacy and legitimisation.

As an example of the long-term perspectives, Prof. Borum cites the efforts in "institutional organisational analysis":

- 1992: a research group at IOA started to set-up an international network to create a research environment for the institutional analysis of organisations. The co-operation was initiated through visits to New York University and Stanford University.
- 1993: an international workshop was held in Denmark with the participation of the London School of Economics and five American universities.
- 1994: Associate Professor Frank Dobbin of Princeton University was appointed visiting professor at IOA and took charge of two PhD courses: Neo-institutionalism in Organizational Analysis and Economic Sociology.
- 1995: The Institutional Construction of Organizations, edited by Richard Scott and Søren Christensen was published on the

basis of the first workshop. An international symposium was held in Vancouver, Canada on "The Role of the Actor in New Institutional Analysis of Organizations". Associate Professor Raghu Garud of New York University was appointed visiting professor at IOA.

- 1996: the PhD course Institutional Analysis of Organizations was held.
- 1997: Revised articles by Søren Christensen and Ann Westenholtz, Peter Karnøe and Jesper Strandgaard Pedersen from the symposium in Vancouver will be included in a special issue of American Behavioral Scientist, edited by Frank Dobbin.

Employee Ownership in the Nordic Countries

Twelve years of work at CBS focused on co-operative and worker-owned companies aided Lars Lindkvist in producing his post-doctoral dissertation.

Lindkvist is a Swedish industrial sociologist and one of Scandinavia's leading experts on worker-owned companies. During his 12 years as a researcher at the Department of Organisation and Industrial Sociology, he has followed developments and studied the internal processes, in both the workplace and board-rooms, of companies in the four Nordic countries and the rest of Europe.

Lindkvist began working at CBS in 1982 with his Danish colleague Ann Westenholtz on a project funded by the Nordic Council of Ministers focused on worker-owned companies in the Nordic countries. In 1989, following the conclusion of the project, he wrote his PhD dissertation on worker co-operatives in Europe and the United States. In 1996, he earned the title of Dr.merc. Lindkvist's post-doctoral dissertation includes his 1984 book entitled, *The Biggest Problem is Not to Make People Accept New Ideas, But to Abandon the Old Ones* and the continuation entitled *From Co-determination to Co-responsibility* from 1994 as well as *When the Legitimacy is Questioned* from 1996.

"The set of concepts I have created in my dissertation on legitimacy and legitimisation has turned out to be applicable on in a broader field," explains Lindkvist. For many years, Lindkvist has worked with action-learning projects in relation to Swedish executives in the private sector under the auspices of Management in Lund (MiL). This work evolved from his research into the question of the existence of a special Scandinavian management tradition. His research has now been extended to include the work of voluntary organisations. Lindkvist participates in a project with Swedish priests working with vision, strategy, core competence and legitimacy in preparation for an upcoming separation of the church and state. Another research field he is involved in is the care of the elderly in selected Norwegian and Swedish regions where, as a result of outsourcing employee-owned nursing homes are now in operation.

Co-determination and Complexity

The complexity of contemporary reality means that worker democracy must be pluralistic and balanced against market logic and new social demands, according to the analyses of Ann Westenholtz' doctoral dissertation.

Worker democracy was a catch phrase in the 1970s, but in the 1980s interest faded. In 1996, Westenholtz earned her Dr.merc. degree by analysing the causes. The findings were published in her 1994 book

Associate Professor Ann Westenholz earned the Dr. merc. degree for her work on employee participation with particular emphasis on the organisational perspective.



Models of Worker Democracy After World War II: From Logic to a Paradox Perspective Focusing on the Organisational Level.

"Reality in the '90s is often fragmented, paradoxical and ambiguous. The old models for worker democracy were based on an unambiguous conception, seen from a worker, management and union perspective. There was no dynamism," explains Westenholz.

In her studies, Westenholz identified six different types of workplace democracy and described the logic assumptions of the models of "the individual", "the organisation" and "society". By attaching a relativistic science perception to modern organisational theory, she has developed an analytical method that can explain "paradoxical organisations". In her post-doctoral dissertation, Westenholz suggests the meaning that can be given to a worker democracy built on paradoxical assumptions.

"No single model can explain the complex reality. In that case, the model becomes fundamentalist. We need to develop new pluralistic organisational forms, not only in worker-owned companies, but generally in the knowledge-based companies of the future where the logic of the market and the process of co-determination must constantly be balanced," says Westenholz.

Her current research project continues with these issues analysing employee representatives on company boards and their development into strategic actors.

Small Companies Are a Danish Resource

The small and medium-sized Danish companies have been overlooked by researchers and legislators. In his post-doctoral dissertation, Peer Hull Kristensen, Dr. merc, shows that these companies add unique industrial vigour to the economy, create innovation and expand competence used in ad hoc solutions and networks.



Associate Professor Peer Hull Kristensen earned his Dr. merc for his widely acclaimed work on dynamics in small and medium sized Danish businesses.

Danish industrial structure and traditions are pre-industrial, providing special opportunities in the global economy of the future. Denmark is a laboratory for industrial organisation, according to Kristensen whose dissertation is entitled "Denmark, an Experimental Laboratory of Industrial Organization".

"In the first part of my dissertation I show how, ever since Ørsted, we have blamed Danish industry for its many small companies and tried to make life unpleasant for them. In the second part, I have tried to show why they still thrive and the role they play in industrialisation," Kristensen says.

Kristensen's interest in technology started when he discovered that reality on the factory floor did not match theory. Danish skilled workers have greater competence and freedom to act independently than one would immediately expect. They are also the ones who have become managers and entrepreneurs.

Together, the small Danish companies constitute a network of entrepreneurs,

project co-ordinators, subcontractors and skill containers - developing and launching products and assuming tasks in a fashion that ideally matches the global economy of the future.

Kristensen shares the results of his research with the international researcher network European Management and Organisations in Transition (EMOT). He has co-authored two books on the European commercial system as well as a book entitled *Governance at Work* which will be published by Oxford University Press.

EMOT is being extended with Environmental Systems Research Institute (ESRI), a five-year programme integrating PhD projects in several countries. Annual summer meetings will be held, and the reports are published as a book. The first meeting will be held in Helsinki. Kristensen will be in charge of the second meeting which will be held in Copenhagen and focus on management and economic development.

Associate Professor Majken Schultz, who worked at the Department of Organisation and Industrial Sociology for several years, was appointed Professor in Intercultural Management at the Department of Intercultural Communication and Management.



Professor in Intercultural Management

Majken Schultz has been appointed Professor of Intercultural Management at the Department of Intercultural Communication and Management (IKL) based on her research at the Department of Organisation and Industrial Sociology. Schultz brings with her a group of PhD students and a research project on *Culture, Identity and Image*.

Corporate culture and national cultural differences are keywords not only at IOA but also at IKL, an independent department spanning the borderline between the language and economics faculties. Among other projects, IKL runs the successful Integrated Programmes in International Business Administration and Modern Languages (SPRØK).

In October 1996 when Schultz, Associate Professor at IOA, was appointed Professor in Intercultural Management at IKL, she took with her not only an active research tradition, but also three PhD students and an interesting

research project, funded by CBS through an international grant and by the Research Council.

Schultz has an MSc and a PhD from IOA and was awarded a Tietgen gold medal for her paper on the importance of organisational culture for the possibilities of change in an organisation. She held positions as both Assistant and Associate Professor at IOA until her appointment to tenured Professor at IKL.

In addition to her teaching load, especially in the SPRØK programme, Schultz is involved in an international project entitled *Culture, Identity and Image*, initiated at IOA. Working with Professor Mary Jo Hatch of the Cranfield School of Management, Schultz and three PhD students study the interaction between corporate identity, strategy and organisational culture.

"IOA is a good training ground. They have been good at getting their young researchers out into the world. Spending time at the research centre SCANCOR in California and participating in research projects such as



Kristian Kreiner was appointed Professor of Organisational Theory at the Department of Organisation and Industrial Sociology in April 1997.

EUREKA and Valhalla inspired me and gave me an international perspective. I would like to carry on this IOA tradition at IKL," Schultz concludes.

Newly Appointed Professor of Organisational Theory: Soft Realities Behind Hard Facts

Another new professor at CBS is Kristian Kreiner, Head of the Center for Interdisciplinary Studies in Technology Management (CISTEMA) research project, who was appointed Professor in Organisational Theory at the Department of Organisation and Industrial Sociology.

Informal relations on the job, and particularly in temporary organisations, is of special interest to Kreiner. "To be creative, co-operate, be understanding, or create a culture are all things you cannot command people to do. They are "soft" qualities - things we cannot document - and important prerequisites for what we can document, efficiency, economy and innovation," he says.

As a newly graduated MSc in 1972, Kreiner went to Stanford University to work under Professor James March. He earned his PhD for studies at the Technical University of Denmark (DTU) on forms of co-operation in the construction industry. He was an Associate Professor at DTU until his appointment as Associate Professor at IOA in 1986.

Kreiner has combined his insight into the engineering world with organisational theory for the new CBS interdisciplinary speciality "Management of Technology". In addition to heading CISTEMA (see p. 36), Kreiner has been in charge of a major research project affiliated with EUREKA. This project focuses on the organisation and management of R&D co-operation between companies. "In a creative process, the result cannot be planned beforehand. In hindsight, success or failure is not determined by a technically correct decision, but by the commitment and culture of the people who implement the project and justify the decision," Kreiner says.

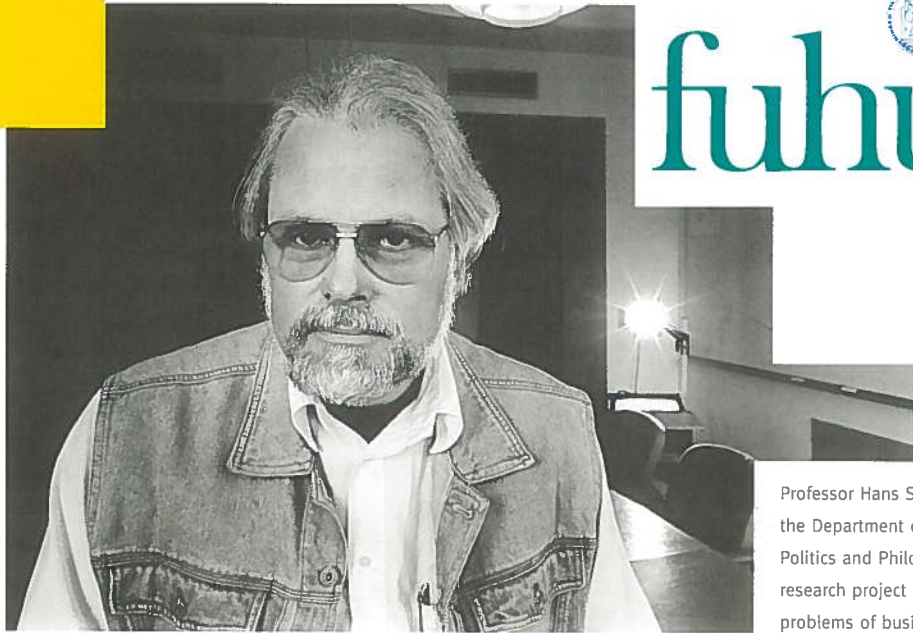
First FUHU Professor

With its financial support for a new research chair, The Danish Society for the Advancement of Business Education (FUHU) has shown its commitment to the Copenhagen Business School. Professor Hans Siggaard Jensen was appointed to head a major three-year project on the fundamental problems of business economics.

On 1 November 1996, the first FUHU research chair was given to Hans Siggaard Jensen of the Department of Management, Politics and Philosophy. Siggaard Jensen, a philosophy scholar, is a specialist on corporate philosophy and science theory. He is known as an ardent public debater and is one of the fathers of the new philosophy/economics bachelor degree. For several years, Siggaard Jensen has been the director of the PhD programme at the Faculty of Economics and Business Administration and chairman of the European Doctoral Programmes Association in Management and Business Administration (EDAMBA).

Changing Business Economics

The project on the fundamental problems of business economics will describe the characteristic changes that have taken place in business economics in recent years. Business economics has increasingly adopted new theories and disciplines, in order to



Professor Hans Siggaard Jensen from the Department of Management, Politics and Philosophy will head a research project on fundamental problems of business economics.

explain business economics-related social development. New knowledge fields, including sociological, psychological, linguistic, mathematical and technical theories, have been incorporated to provide scope for more complete explanations of several issues of business economics.

"An important aspect of the new project will be to map out all these new approaches, and study their integration into the more traditional concepts. This will be of both national and international interest," says Siggaard Jensen. As project leader he has already presented research results on the knowledge concept and its applications in articles, lectures, instruction at research training courses and as a visiting professor abroad.

FUHU Wants to Strengthen the Business Economics Discipline

By awarding the funds for a research chair at CBS, FUHU has underscored its interest in accelerating research into the fundamental problems of business economics. The grant is designed to intensify research on business economics as a theoretical as well as a practical discipline.

"Strengthening business economics research will secure the scientific foundation of the new programme in business economics and philosophy. In addition we expect to contribute to the high priority research area of technology management and environmental management. Understanding the interaction of business economics with other disciplines is vital," says FUHU Chairman and Managing Director Andreas Nicolaisen.

Further information:

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Department of Management,
Politics and Philosophy

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Fax: (+45) 3815 3635
E-mail: siggaard@cbs.dk

PhD Degrees Conferred 1996

The Faculty of Economics and Business Administration

Torben Andersen:

Organisatorisk omstilling
i det danske bankvæsen-
om udviklingen af nye
ansættelsesrelationer.

(Organizational Change in
Danish Banking - the Devel-
opment of New Employment
Relations)

Kirsten Foss:

Aspects of the Economics of
Technological Paths

Ole Gregersen:

Kommunernes brug af reva-
lideringsydelsen. Forandring i
socialforvaltningernes organi-
sering.

(The Municipalities' Use of
Vocational Rehabilitation:
Change of Organisation in
Local Social Service
Administrations)

Stig Hartmann:

Styring gennem økonomi og
strategi.

(Management through
Accounting and Strategy - An
Empirical Investigation
on Strategic Management
and Management Accounting
within a Company)

Anders Hedetoft:

Driftfællesskaber i jordbruget.

(Groupfarming - Conditions
Required for Establishments)

Jacob Norvig Larsen:

Samspil mellem service og
industri- er der barrierer for
interaktion?.

(Service - Manufacturing
Interaction - The Case of
Technical Engineering
Services)

Thorbjørn Meyer:

DIALOGOS - Den etiske
læreproces.

(Dialogos - The Ethical
Learning Process)

Bent Petersen:

Explaining Cost-Effective
Export Market Penetration via
Foreign Intermediaries

Thomas Plenborg:

The Information Content of
Accrual and Cash Flow Based
Performance Measures

Thomas Riis:

Kulturøkonomi i europæisk
perspektiv - ophavsretten i
den audiovisuelle sektor.

(Law and Economics of Copy-
right: The Protection of
Intangible Goods in a Cultu-
ral Economic Perspective)

Ole Vagn Sørensen:

Fusioner og virksomheds
overtagelser inden for dansk
industri.

(Mergers and Acquisitions
within the Danish Manufac-
turing Industry)

Hans Mathias Tjørnøe:

Eksponeringseffekt og
merkepreferanse.

(Effect of Exposure and Brand
Name Preference).

The Faculty of Modern Languages

Inger Bjerg Møller:

Postsocialistisk systemforan-
dring og virksomhedstrans-
formation i Østtyskland.

(Post-Socialist System Change
and Business Transformation
in East Germany).

Copenhagen Business School Press

The Press Goes to Market

The internationalization process continues at the Copenhagen Business School Press. Only a few years ago, almost all publications were for Scandinavian markets only. This is no longer so. Today, more than one third of all new CBS Press books are published in English and sold worldwide. This development requires new marketing and distribution policies. It requires a new outlook and a new business structure, as the Press becomes a truly international publisher.

Niche Publisher

"This is no small task," note Mette Trier and Lauge Stetting, who are jointly responsible for this internationalisation process.

Although the CBS Press may be a small player among university publishers of the world, it has the advantage of being a specialised publisher. In its own niches, it has all kinds of opportunities for making itself visible. Insights into these professional markets are obtained through close collaboration with research environments at the Copenhagen Business School and the School's international networks.

Even the moderate size of the Press has its advantages, particularly when it comes to flexibility in entering new alliances with other players on the global market. With well defined specialties in

Management, Economics, Law and Linguistics, the CBS Press has the marketing advantage of also having well defined target markets.

Book catalogues can be designed to reach these specialised markets, such as business schools around the world. Annually, the CBS Press now prints and distributes worldwide 30,000 copies of the main international catalogue. The mailing list is constantly being increased and developed to include more and more individual opinion leaders, not just institutions. CBS scholars, with active international networks, provide the press with the best, up-to-date sources. These connections are far better than standard lists available on a commercial basis.

Each Book its own Marketing Plan

Ideally, a book should be marketed individually with appropriate information sent precisely to the potential buyer of that book. In reality, this is actually done today for all CBS Press international titles, with further expanded coverage using international journals as vehicles for distribution.

CBS Press is among the few international publishers who promote each book individually on the Internet. Each new book for the international market is registered on 120 international search machines with author, title and key words. A search for the author Finn Borum, for

example, will lead to his recent book entitled *Organization, Power and Change*. A key word search such as "EC Court Cases" will lead to Hjalte Rasmussen's *European Community Case Law*.

Electronic Catalogues and Electronic Bookstores

Booksellers and libraries all over the world have electronic access to information on all international books from CBS Press through some of the world's largest bibliographic services such as Whitaker and Book Data.

Visitors to the world's largest electronic bookstore, www.Amazon.com, will find all CBS Press international books available among the bookstore's two million books. CBS Press titles are easy to find, easy to order and easy to pay for via credit card. Other electronic bookstores carry some of the CBS Press books; the address for one Scandinavian electronic bookstore is www.munksgaard.dk.

Alliances with Arch Rivals

A specialized publisher like CBS Press has several opportunities to enter into new and unconventional marketing alliances, often with arch rivals.

At the next international book fair in Frankfurt, visitors will not see CBS Press exhibiting with its traditional partners but with a group of competing Scandinavian

publishers. These competitors have an attractive selection of books in Management, Economics and Law of potential interest to both visiting booksellers and publishers looking for publication rights in other languages.

Similar marketing initiatives with rivals are seen in the development and distribution of special catalogues on law books, management literature, etc. These co-operating marketing tools will no doubt be a benefit on international markets.

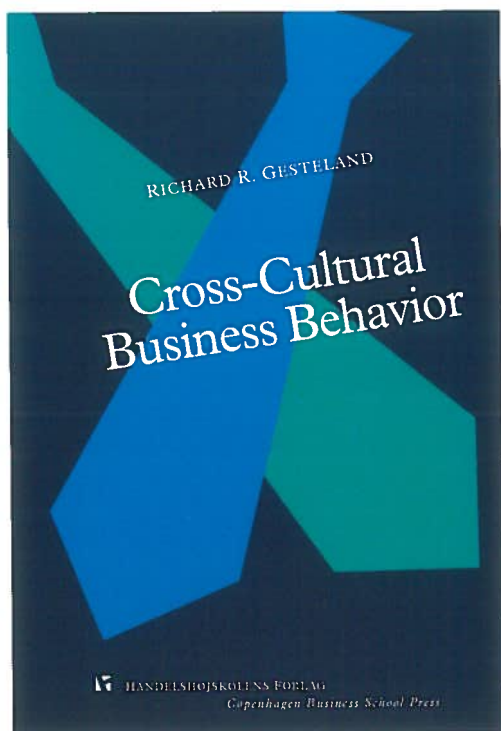
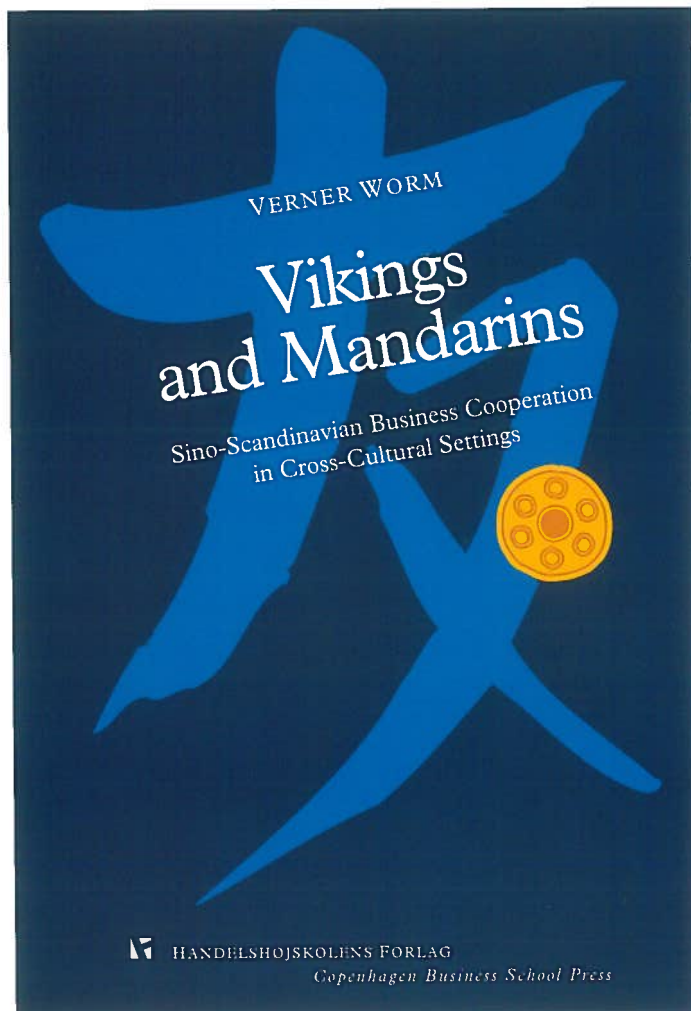
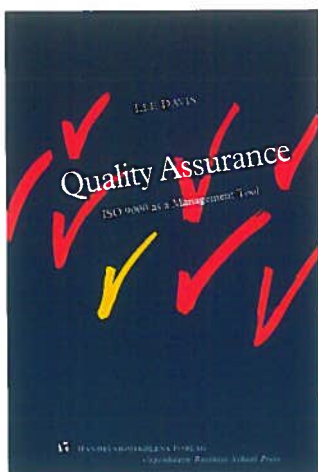
World Distribution System

Visibility must be accompanied by availability. Booksellers all over the world must have easy access to books. Distribution from Copenhagen through Munksgaard/DBK, is a natural choice for Scandinavian markets. For the rest of the world, a new distribution system is needed. For the important North American market, special distribution arrangements will be completed in 1997.

For the rest of the world, distribution will be handled by one of the most experienced international distributors in England, Marston Book Services. This means that booksellers in almost all important markets have electronic ordering facilities enabling them to order all international books from CBS Press via Teleordering from Marston's warehouses.

Visit CBS Press on the Net

As a service to the book trade, the business community, students and scholars at business schools, the CBS Press offers complete annotated catalogues of all books, Scandinavian and international, at www.cbspress.dk. If a book is of interest to a visitor, it can be ordered immediately by simply pressing the order button.



Further Information:

Lauge Stetting, Publisher
Mette Trier, Administrator

Copenhagen Business
School Press
Nansensgade 19
DK-1366 Copenhagen K
Denmark

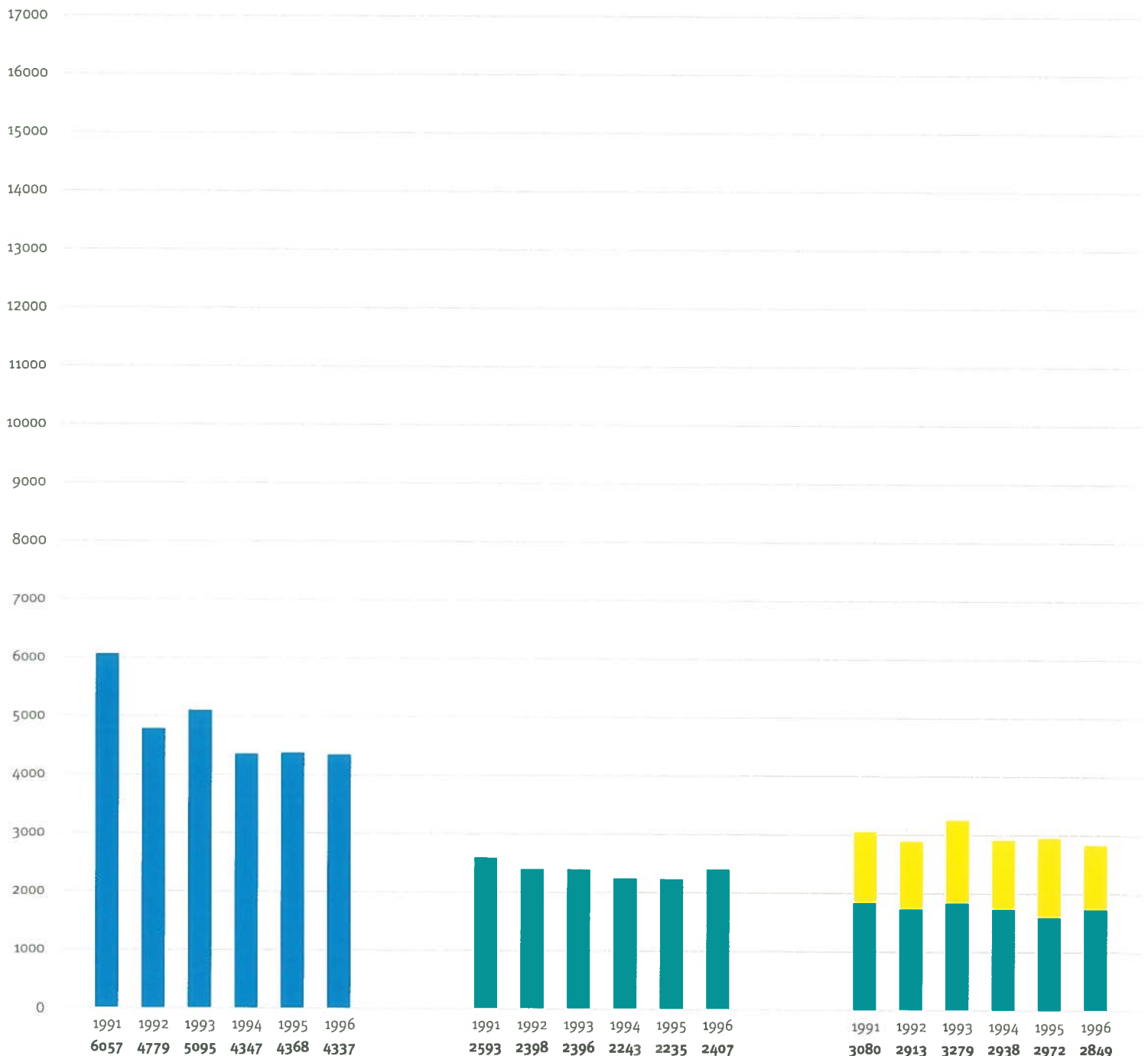
Tel: (+45) 3815 3860
Fax: (+45) 3815 3862
E-mail: cbspress@cbs.dk

Student Statistics

No. of Applications

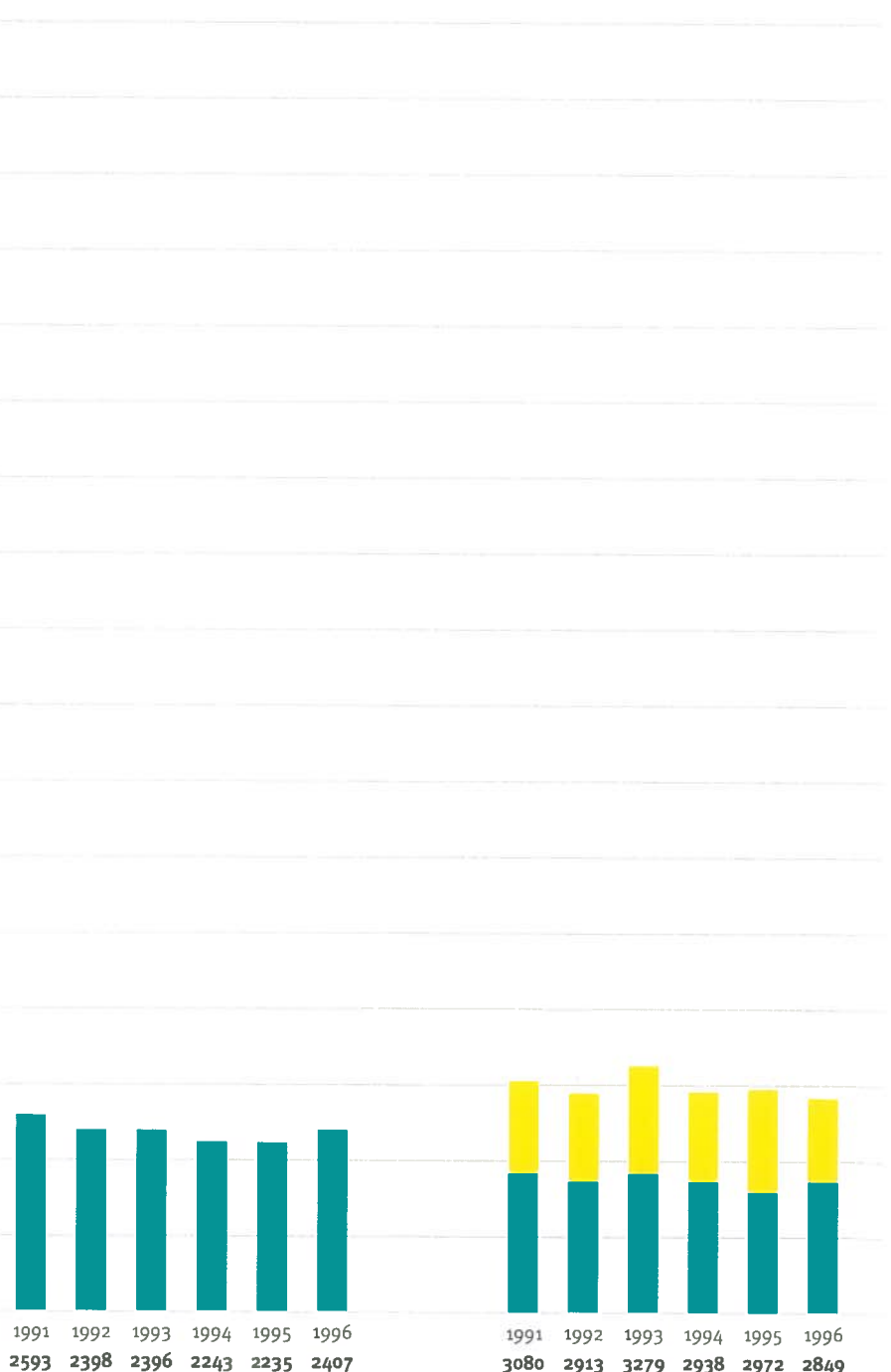
1991-96

(ONLY STUDIES UNDER THE DANISH COORDINATED REGISTRATION SYSTEM)



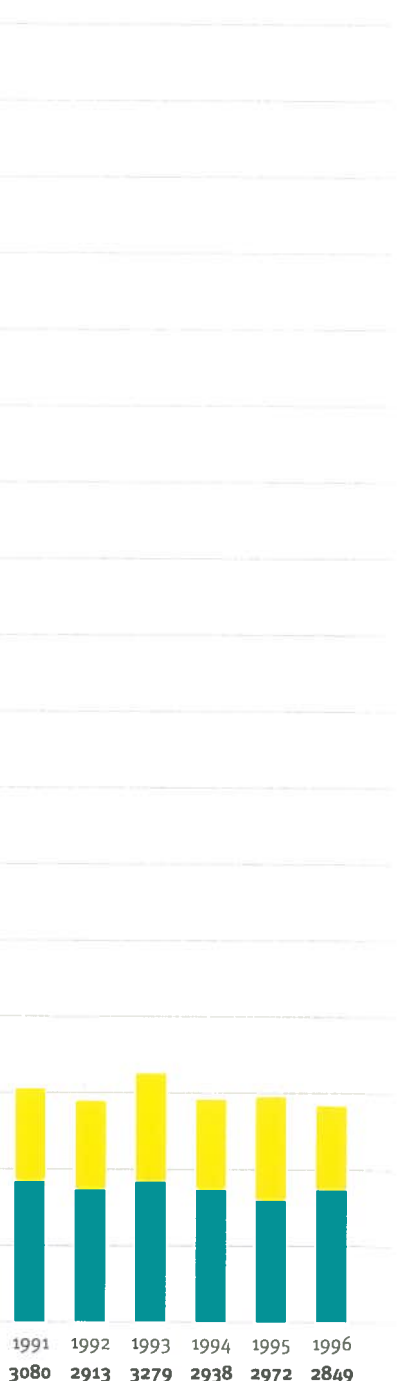
No. of Applicants with CBS as Their First Priority, 1991-96.

(ONLY STUDIES UNDER THE DANISH COORDINATED REGISTRATION SYSTEM)



Admission 1991-96

(ONLY STUDIES UNDER THE COORDINATED DANISH REGISTRATION SYSTEM, GRADUATE STUDENTS IN THE YELLOW FIELD)



1991 - 1996

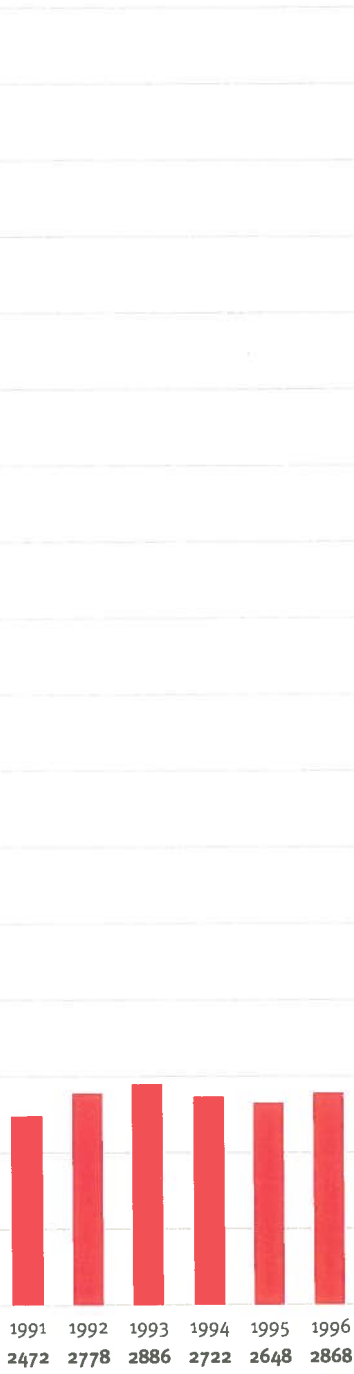
Admission 1991-96



Total Student Enrolment
1991-96



Graduates 1991-96
(EXCL. HD PART 1 GRADUATES)



Admission

In 1996 a total of 5,673 new students were enrolled.

Enrolment in Full-time Programmes

Total: 2,849

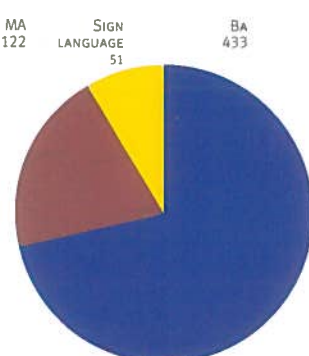
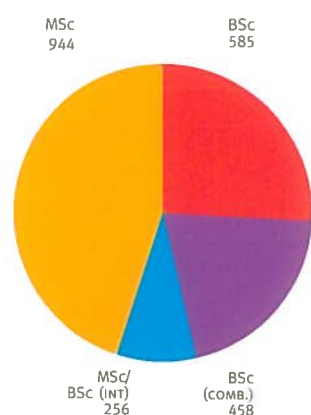
ECONOMICS AND BUSINESS ADMINISTRATION PROGRAMMES

Total Enrolment: 2,243

(incl. integrated Programmes)

LANGUAGE PROGRAMMES

Total Enrolment: 606



BSc in Business Administration	585
BSc in International Business	51
BSc in Business Administration and Computer Science	101
BSc in Business Administration and Philosophy	92
BSc in Business Administration and Commercial Law	152
BSc in Business Administration and Management Science	62
BSc in Business Administration and Modern Languages	163
BSc in Business Administration and Japanese Language and Culture	28
MSc in Business Administration and Modern Languages	59
MSc in Business Administration and Japanese Language and Culture	6
MSc in Business Administration	574
MSc in Business Economics and Auditing	176
MSc in Business Administration and Computer Science	75
MSc in Business Administration and Commercial Law	75
MSc in Business Administration and Management Science	44

BA in Business languages	433
MA	122
Sign Language	51

Enrolment in Part-time Programmes

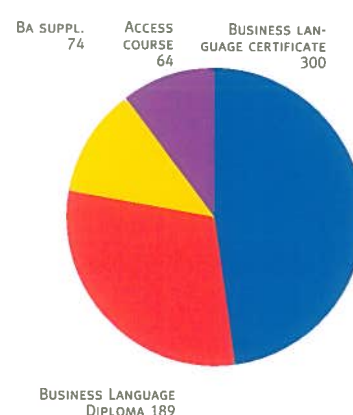
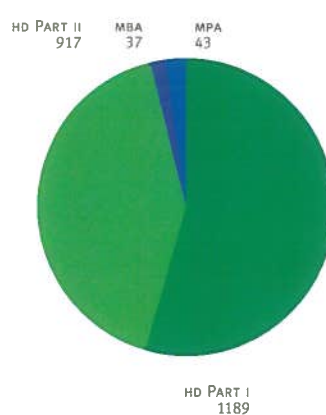
Total: 2,824

ECONOMICS AND BUSINESS ADMINISTRATION PROGRAMMES

Total Enrolment: 2,186

LANGUAGE PROGRAMMES

Total Enrolment: 627



Diploma in Business Economics (HD) Part I	1,189
Diploma in Business Economics (HD) Part II	917
- Marketing Management	190
- Finance and Credit	107
- Informatics and ' Management Accounting	89
- Business Logistics	61
- Environmental Management	26
- Organization	147
- Financial and Management Accounting	176
- International Trade	121
MBA	37
MPA	43

Business language certificate	300
Business Language Diploma	189
BA Supplementary Programme	74
Access Course	64

Total Number of Students

As of 1 October 1996, a total of 14,181 students were enrolled.

Total Number of Students

in Full-time Programmes: 8,459

ECONOMICS AND BUSINESS ADMINISTRATION PROGRAMMES

Total Number of students: 6,455
(incl. integrated programmes)

LANGUAGE PROGRAMMES

Total Number of Students: 2,004

Total Number of Students

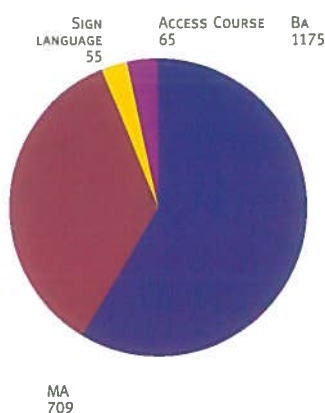
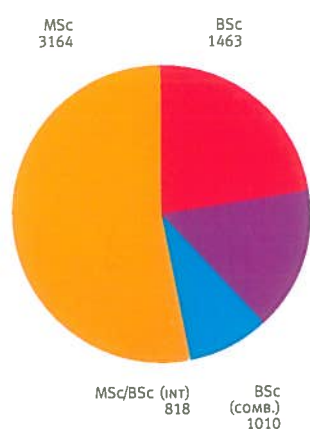
in Open University: 5,722

ECONOMICS AND BUSINESS ADMINISTRATION PROGRAMMES

Total Number of Students: 4,402

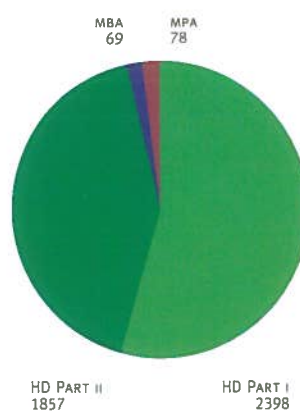
LANGUAGE PROGRAMMES

Total number of Students: 1,320

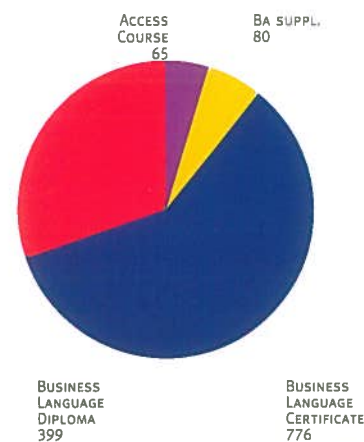


BSc in Business Administration	1,463
BSc IB	93
BSc in Business Administration and Computer Science	264
BSc in Business Administration and Philosophy	92
BSc in Business Administration and Commercial Law	377
BSc in Business Administration and Management Science	184
BSc in Business Administration and Modern Languages	477
BSc in Business Administration and Japanese Language and Culture	85
MSc in Business Administration and Modern Languages	248
MSc in Business Administration and Japanese Language and Culture	8
MSc in Business Administration	1,786
MSc in Economics and Auditing	789
MSc in Business Administration and Computer Science	209
MSc in Business Administration and Commercial Law	238
MSc in Business Administration and Management Science	142

Ba in Business languages	1,175
MA	709
Sign Interpreter	55
Access Course	65



Diploma in Business Economics (HD) Part I	2,398
Diploma in Business Economics (HD) Part II	1,857
-Marketing Management	374
- Finance and Credit	213
- Informatics and Management Accounting	186
- Business Logistics	112
- Organization	322
- Financial and Management Accounting	393
- International Trade	231
MBA	69
MPA	78

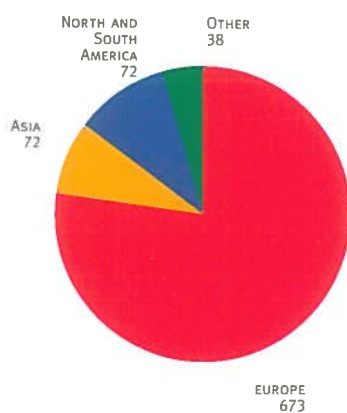


Business Language Certificate	776
Business Language Diploma	399
BA Supplement Programme	80
Access Course (Russian and Spanish)	65

Enrolment

Number of International Students

As of 1 October 1996, CBS registered a total of 871 international students. Of these, 286 participated in international study programmes.



Distribution on continents:

Asia:	72
Europe:	673
North and South America:	72
Other continents:	38

Breakdown by Country
(25 students or more):

France :	42
Germany:	79
Iceland:	48
Italy:	39
Norway:	105
Russia:	49
Spain:	61
Sweden:	44
United Kingdom:	37
USA:	49

Graduates

In the period October 1995 to October 1996, a total of 2,868 students graduated (HD Part I not included).

Full-time Programmes

Total Graduates: 2,025

ECONOMICS AND BUSINESS ADMINISTRATION PROGRAMMES

Total Graduates: 1,662

MODERN LANGUAGES PRO- GRAMMES

Total Graduates: 363

Open University

Total Graduates : 843

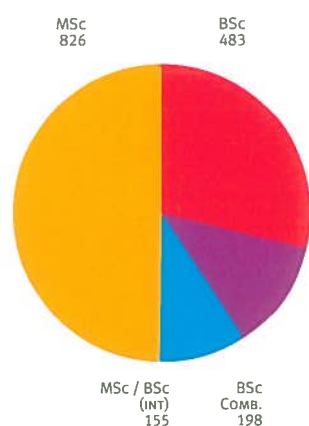
ECONOMICS AND BUSINESS ADMINISTRATION PROGRAMMES

Total Graduates: 604

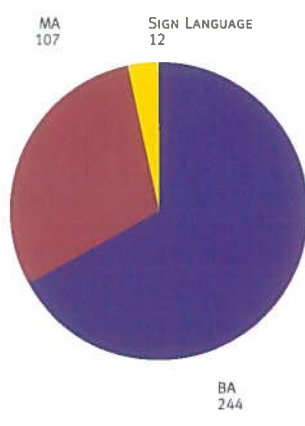
(HD Part I not included)

LANGUAGE PROGRAMMES

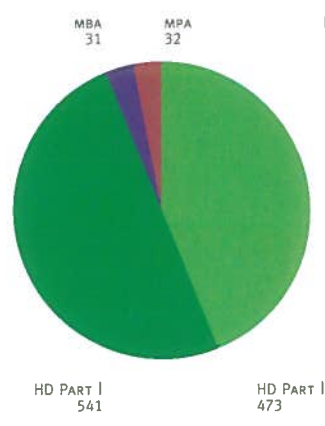
Total Graduates: 239



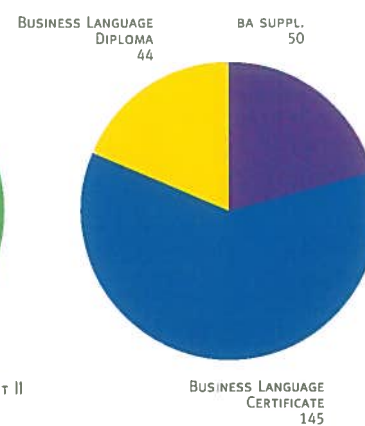
BSc in Business Administration	483
BSc in Business Administration and Computer Science	79
BSc in Business Administration and Commercial Law	74
BSc in Business Administration and Management Science	45
BSc in Business Administration and Modern Languages	116
MSc in Business Administration and Modern Languages	39
MSc in Business Administration	616
MSc in Economics and Auditing	120
MSc in Business Administration and Computer Science	27
MSc in Business Administration and Commercial Law	40
MSc in Business Administration and Management Science	23



BA in Business Languages	244
MA	107
Sign Language	12



Diploma in Business Economics (HD) Part I	473
Diploma in Business Economics (HD) Part II	541
- Fincial and Management accounting	130
- International Trade	86
- Organisation and Management	83
- Marketing	82
- Informatics and Management Accounting	72
- Finance and Credit	60
- Business Logistict	28
MBA	31
MPA	32



Business Language Certificate	145
Business Language Diploma	44
Supplement Programme	50

CBS Staff

31 December 1996

Permanent Staff

– By area and gender

	Male	Female	Total
Permanent Staff	347	442	789
Academic Staff	206	109	315
Economics	157	31	188
Modern Languages	34	60	94
Intercultural Comm. and Management	15	18	33

Administrative Staff	141	333	474
Economics	38	166	204
Modern Languages	8	54	62
Intercultural Comm. and Management	3	8	11
Library	45	43	88
CBS Administration	47	62	109

Part-Time Staff

– By area

External Lecturers Total	214	Teaching Assistants Total	835
Economics	175	Economics	595
Modern Languages	26	Modern Languages	103
Intercultural Comm. and Management	13	Intercultural Comm. and Management	137

Academic Staff 31 December 1996

- by main area and position

Faculty of Economics and Business Administration

Total: 188

	Male	Female	Total
Full Professors	21	2	23
Senior Associate Professors	11	1	12
Associate Professors	96	14	110
Assistant Professors	11	3	14
Other Faculty	18	11	29

Faculty of Modern Languages

Total: 94

	Male	Female	Total
Full Professors	3	2	5
Senior Associate Professors	1	2	3
Associate Professors	23	43	66
Assistant Professors	2	6	8
Other Faculty	5	7	12

PhD Students

Total: 118

Faculty of Economics and Business Administration	95
Faculty of Modern Languages	19
Department of Intercultural Communication and Management	4

Department of Intercultural Communication and Management

Total: 34

	Male	Female	Total
Professors	0	1	1
Senior Associate Professors	2	0	2
Associate Professors	6	8	14
Assistant Professors	1	2	3
Other Faculty	7	7	14

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