



The President's Report 2-5
The Report of the Advisory Council 6-7

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Partnership with Business

København

University of the business community 8-11
Research designed to solve business problems 12
Wally Olins: the brand - a changing asset 13
New research centres - a novel approach to co-operation with business 14-17

The Øresund Region, Home Ground to CBS

The Øresund Region - the Northern EU Metropolis 18
The Øresund University - a new regional knowledge centre 19

**Executive Programmes
and Management Research**

Management Academy for the Øresund Region
- preparing public officials for change 20
The management programmes: networking for life 22-23
PRIME - programme for international managers 24-25

International Networks

CEMS - catalyst for student projects 26-28
CBS - an International Meeting Point 29
PIM - paving the way for student exchange 30-31

Partnership with Students and Graduates

Interpretation - a competence area in
the international super league 38-39

Internships - an advantage to all involved 32-36
Working in a student organisation - a learning process 37

Technological Competence Development

The Frederiksberg Campus 42-43

Platform for information technology and educational development 40-41

Departmental and Personal Profiles

Department of the year - Industrial Economics and Strategy 44-47

Publishing and Communication

Speech, text, thinking, interpretation - Linguistic research at CBS 48-49
Scandinavian Business Research - Brought to the market place 50-51

Key Figures and Addresses

Key Figures and Addresses 52-64

Stronger partnership with business

In 1997, the Copenhagen Business School celebrated its 80th anniversary. Over the years, CBS has collaborated closely with the business community to develop new programmes and new research targets. As we stand at the threshold to the global knowledge society, the need for this collaboration is greater than ever.



When CBS was founded in 1917 by the Danish Society for the Advancement of Business Education, the school's purpose was to fill the need for new qualifications required by a business sector in rapid development and transformation. The vision of that day was to establish research-based education programmes that provided profound theoretical knowledge and coherence between theory and practice, in close interaction between CBS and the organisations that recruited its graduates. Even though the current conditions of both industry and higher education are essentially different on many points, the same fundamental vision is crucial for CBS today. It is the platform from which current CBS strategies are designed and the basis on which we are meeting the challenges of the knowledge society.

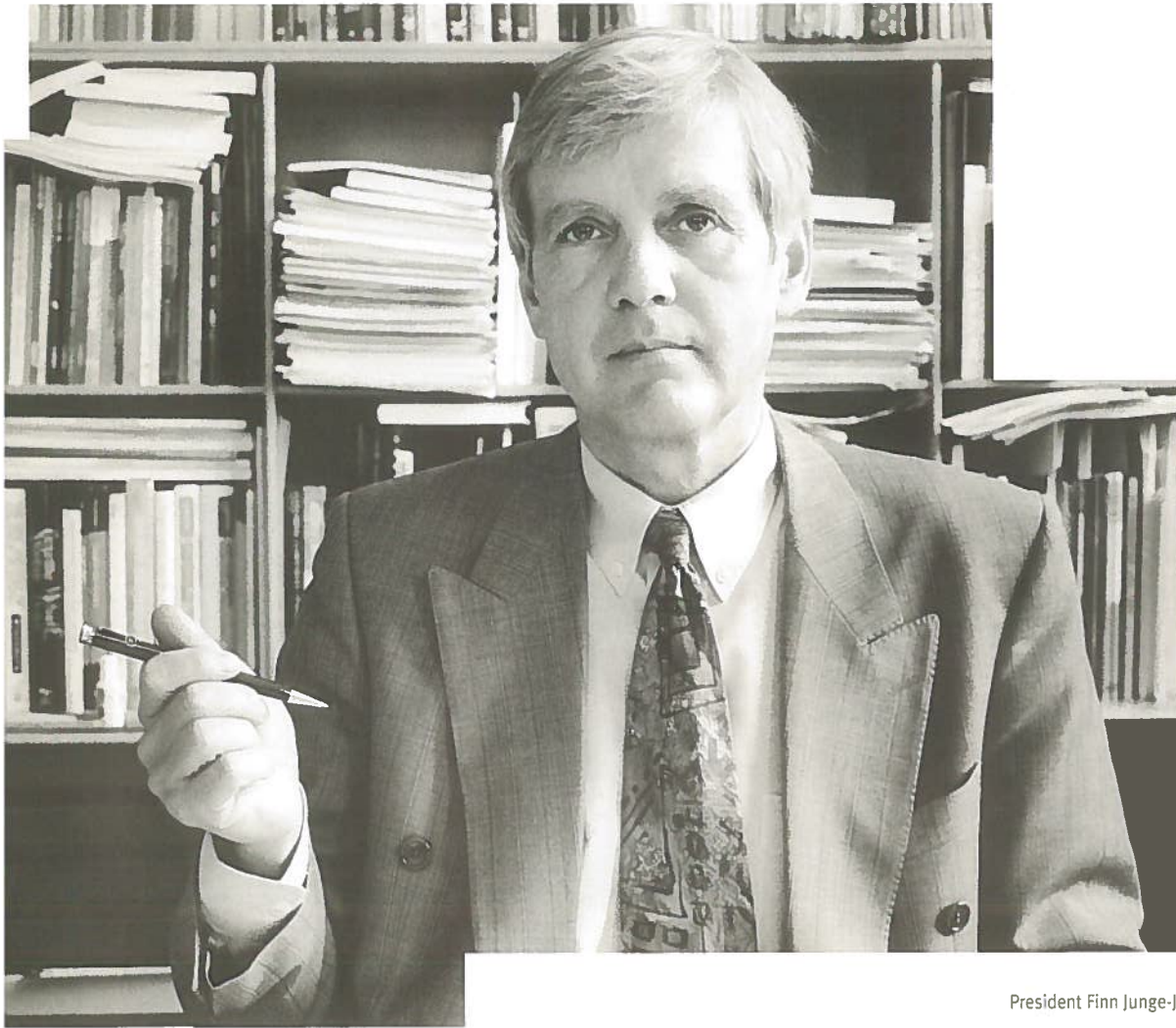
National competence development

In its 1997 programme on "National Competence Development: A Stronger Business Sector through Competence Development," the Ministry of Education reaffirmed the fact that the competitiveness of companies and regions in the knowledge society depends entirely on their ability to develop human resources and put them to use. "*Danish education must rank in the international elite,*" the Minister emphasised. The means to this end will include forging partnerships between the institutions of education and the business community, using new educational technology, internationalising programmes and ensuring lifelong learning.

CBS designated front-runner

For the project to implement "National Competence Development," CBS has been designated the front-runner institution among the universities. This status implies an obligation to launch initiatives that form a natural extension of the strategic development lines defined by CBS and underpin even closer interaction with business.

Of the numerous challenges facing universities in the knowledge society, two in particular will require even more intense partnership between CBS and the business community, namely the changing conditions for the production of knowledge and the need for lifelong learning.



President Finn Junge-Jensen

New conditions for knowledge production

In a trail-blazing book, *The New Production of Knowledge*, Michael Gibbons and his co-authors highlight the pace of change in the conditions for knowledge production that will have dramatic consequences for the established universities.

- Knowledge is produced increasingly across institutional and organisational borders, in temporary networks of heterogeneous professional groups that are no longer primarily based at universities.
- Knowledge generation is shifting into an application-oriented setting, and is no longer based on a discipline-dependent perception of problems.

At universities, this trend calls for reassessment of the distinction and interaction between basic and application-oriented research. Universities must view

themselves far more as part of a branched-out network that consists of diverse knowledge producers.

In defining its strategy, CBS has taken this development into account, and in 1997, CBS prioritised the introduction of new business research centres and a stronger commitment to developing science parks in the region.

Business research centres

The common core of the business research centres is their focus on application-oriented research in specific areas or sectors, conducted in close co-operation with interested companies and industrial organisations. CBS emphasises on linking the centres to a basic research environment with an international orientation and ensuring participation of leading researchers from CBS and its international collaborative partners. This

approach will inspire interaction between the latest international research and more business oriented projects.

In 1997, CBS established the Center for Retail Studies and the Center for Corporate Development and Management Technology. The previous year, the Center for Design and Business Development began its collaboration with Danmarks Designskole, and prior to that, the Scandinavian Academy of Management Studies had been established in collaboration with Ekonomihögskolan in Lund, Sweden.

In early 1998, the DANTERM Centre for terminology and language technology was set up, and a Centre for Electronic Commerce is on the drafting board. All centres have active business participation on committees, advisory boards and steering groups for specific projects.

•The President's Report



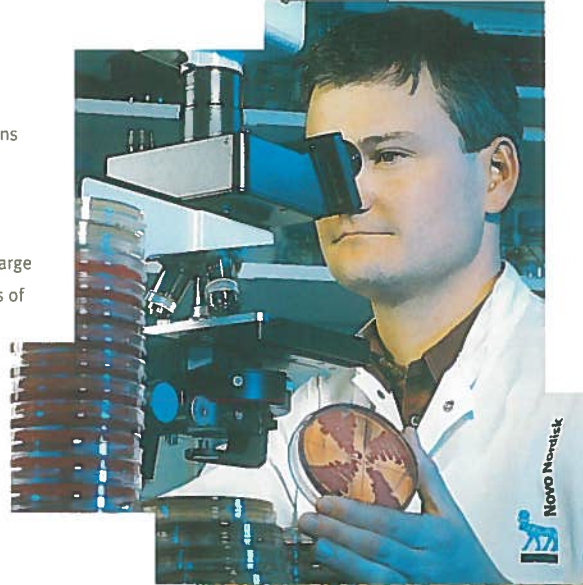
It is a priority at the Copenhagen Business School that industrial research centres co-operate closely with internationally-oriented basic research environments.

Science parks and innovative environments

The requirements for faster transformation of knowledge into new products, for reinforcing innovation and for more entrepreneurs using new fields of knowledge have inspired the creation of science parks and other innovative environments in Denmark as in many other countries.

CBS is an active partner in the Symbion Science Park. The CBS Center for Innovation and Entrepreneurship, located at Symbion, has taken charge of a project on innovation management as well as an inter-institutional study programme on innovation and project management. A major goal of these activities is to create closer links between development of technological and business knowledge across traditional disciplines and cultures.

Knowledge production conditions are undergoing radical transformation. Universities increasingly understand themselves as contributors to large networks of very different types of knowledge producers.

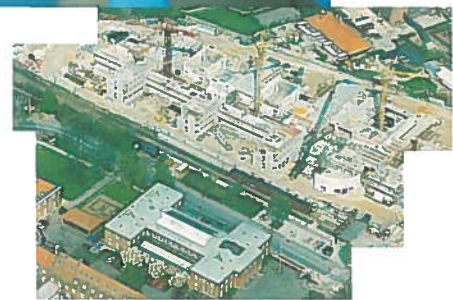


Lifelong learning

The need for lifelong learning is rising because innovation, technological development and rapid change in the knowledge society require ongoing competence development. To companies and individuals, continuing education throughout people's working lives is a significant, growing demand. Communication of the latest knowledge and development of new skills for people who are already well-educated will take over a larger part of the education assignments of universities. This will require development of a new approach to education and far closer co-operation with the business community.



The Copenhagen Business School was the first university in Denmark to offer MBA and MPA programmes and is planning a series of new masters programmes for the future.



The establishment of a unified campus area in Frederiksberg will have a very strong impact on the study and research environment at the Copenhagen Business School.

Companies will increasingly professionalise their internal competence building, which has already been demonstrated by several examples of 'company universities.' However, this has not meant any reduction for these companies in the requirements for close links with universities. The situation is rather the opposite. To meet these requirements, CBS was the first to offer MBA and MPA programmes in Denmark and is planning a number of new master's programmes to be launched in the next few years. In addition, the CBS Center for Continuing Education has designed tailor-made courses for particular companies or groups of companies. Moreover, CBS has been part of developing the PRIME international management programme, designed in co-operation with five CEMS partners. All programmes are based on integration of theory and practice and use of action-learning methods to ensure direct effects for students as well as companies.

In the next few years, CBS will continue the planning of an international management centre in close collaboration with partners in the Øresund region and the international environment.

One campus in Frederiksberg

After intensive negotiations with the Ministry of Education and the City Council of Frederiksberg, it appears that CBS will have the opportunity to be located in one campus area in Frederiksberg in Copenhagen.

The new city-wide metro line cuts the planned site in two, however, the area will be covered and CBS expects to include this area in its overall planning for the campus. The site will comprise the building under construction (stage 1), the planned extension (stage 2), the existing Howitzvej

building, the Waterworks Site, which will be developed for residences for visiting professors, and another piece of land which has become available.

To students, staff and collaborative partners of CBS, this will be a significant contribution toward the further development of the education and research environments at CBS.

1997 in review

In general, 1997 was a satisfactory year for CBS. The student enrolment figures were high for most programmes, the increase in international research publication continued and CBS gained a stronger international profile.

Visiting professors and international exchange students provided an important contribution to our international environments, and new educational approaches, including IT-based activities, were strengthened.

The financial situation of CBS is continuously strained, however. In order to live up to the requirements for research and education to high international standards, the school needs to procure further resources to top up its government funding.

It has therefore been very encouraging to note the substantial backing of CBS, secured after a Fundraising Committee was appointed in 1997 to sustain and develop CBS's profile as a leading international research and education centre. I would like to extend my warm thanks to all who have shown commitment to this cause. In the years ahead, it will decide whether CBS will be able to realise its vision, for the benefit of Danish and international society.

Finn Junge-Jensen

"CBS wants to be among the best institutions of higher education in Europe, thus meeting the goal of being a major contributor to value creation in companies and society, training graduates who are competitive in the international job market and developing new research-based knowledge in partnership with companies and other organisations".

Mission statement of the Copenhagen Business School

Business community taking co-responsibility for CBS development

The business representatives on the CBS Advisory Council can provide ample evidence that all sectors and levels of Danish industry are facing sharper competition than ever. The sweeping pace of technological development and growth in international trade are constantly putting new demands on companies which are also under pressure from changing attitudes and new requirements by consumers and society.

New research centres aim to develop new knowledge and put it to use

Ensuring that companies maintain their competitive power no longer depends exclusively on minimising costs or raising quality standards. Companies are facing new and different challenges because competitive ability is based increasingly on knowledge, in particular the capacity to build knowledge quickly and efficiently and put it to use in a commercial context. Due to the growing demand for new application-oriented knowledge in particular, the trend in recent years has moved towards a positive overlap of the interests of business and researchers in many areas.

By setting up several new research centres, the Copenhagen Business School has proved its commitment to a stronger role for application-oriented research. The new research platforms include the Center for Retail Studies, the Center for Design and Corporate Development and the Center for Corporate Development and Management Technology. CBS has been delighted to register the positive reception of the new centres in a broad segment of the business community. This interest has already led several companies to forge co-operative links with the centres for development of new knowledge in a range of areas.

Research professors sponsored by FUHU and Andersen Consulting

Another example of the positive direction of the business community is the sponsoring of two research professorships. The first, established already two years ago, was backed by FUHU, the Society for the Advancement of Business Education. This past year, Andersen Consulting followed FUHU's lead by sponsoring a professorship in technology management.

Ministry of Education encourages partnership with business

In its National Competence Development report, the Ministry of Education emphasises education as a crucial foundation for business competitiveness. The Ministry's goal is to raise the Danish education system to world class standards in just 5 - 10 years. One way to attain this ambitious goal is, for example, partnership reinforcement between the business sector and the institutions of higher education.

In conjunction with this vision, the Ministry has recommended an array of initiatives, which CBS has already taken steps to implement, including expanded collaboration in the research area. Based on the recommendations for new programmes, CBS has also launched activities such as the MBA programmes, joint projects, internships and practical training of students in Danish companies.

The Ministry's report also recommends giving private-sector companies stronger representation on the governing bodies of CBS, enabling them to provide input for curriculum development and to leave their mark on programme profiles. CBS long ago recognised these opportunities and involved business representatives in various aspects of the work of the governing bodies. The CBS Advisory Council is a prominent example.

A boost to internationalisation

The Advisory Council is deeply committed to supporting the Copenhagen Business School's many initiatives to promote internationalisation of study programmes and research. The international study environment at CBS may, for example, be strengthened by expanding student exchange in cooperation with high-profile business schools and universities abroad and through increasing exchange of visiting professors. This effort requires, however, that CBS has the disposal of the necessary accommodation for international students and professors staying in this country.

As so often before, FUHU has helped carry out a major task for CBS. In the past year FUHU has acquired a property in central Copenhagen and converted it into an international student residence with 24 rooms for international students and two flats for visiting professors. Since this residential facility is exclusively available to



Niels Kjeldsen, Chairman of the CBS Advisory Council

CBS, it represents a significant asset for the internationalisation effort in years ahead.

Niels Kjeldsen
Chairman of the CBS Advisory Council

Members of the Advisory Council 1997: Appointed by FUHU:

Niels Kjeldsen Chairman
 Managing Director,
 Ejnar C. Kjeldsen A/S

Holger Dock
 Managing Director, AP Pension

Preben Kendal
 Director, Unibank A/S

Tom Knutzen
 Executive Director,
 NKT Holding A/S

Claus Valentiner,
 Vice Chairman Director,
 Winthertur

Ex-officio members:

Finn Junge-Jensen
 President, CBS

Bente Kristensen,
 Vice President, CBS

Appointed by the CBS technical/administrative staff:

Liza Klöcker-Larsen
 Senior Assistant

Student representatives:

Flemming Mahler Larsen

Karsten Stryger

Observers:

Poul Erik Petersen
 Director, the Association
 of Business Economics
 Graduates

Ole Wiberg
 Director, FUHU

Jeanette Ørsted
 President, The Danish
 Association of Business
 Language Graduates

Assignments of the Advisory Council

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

- contributing to implementing strategy development at CBS consistent with the needs of the business sector and society,
- contributing to ensuring high quality in research and education.
- contributing to the reinforcement and promotion of CBS' position as a leading business school with an international orientation.

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

University of the business community



CBS has a long tradition for close and efficient co-operation with the organisations of trade and industry as well as individual companies. In recent years, entirely new dimensions have been added to this co-operation, as part of the reinforced CBS commitment to a more wide-ranging partnership with business. The following section describes several examples of the contribution of external examiners and industrial researchers to CBS.



"The knowledge about students that I get as an external examiner can give companies an insight into what occupies students' minds and what the new trends are", says managing director Nils Hansen.

CBS environment inspires external examiners

Drawing upon a body of over 1000 external examiners, selected among leaders and key executives of companies and public sector institutions, CBS has every opportunity for a dialogue about education and research - opportunities that could be put to wider use than the case may be.

External examiners gain new insight into subjects and students

"I get two things out of being an external examiner. To begin with, I update my own professional knowledge. To me it is a kind of continuing education, pushing me to make myself acquainted with new theories as well as to revive old ones. Secondly, I get a clearer picture of what young people know, what they are doing and what they think about.

public relations. He is in frequent contact with young people from abroad, especially from the UK and France.

"Our students do not fall short of their international counterparts. But British and French graduates are far better at consolidating their solutions than the Danish students I have known in my seven years experience as an external examiner in the International Business Administration and Modern Languages programme. But then Danish students are extremely good at preparing cultural analyses and focusing on the international perspective when addressing problems. They are, however, weaker when asked to assess the consequences of their own recommendations."

Nils Hansen does not agree with the claim that present-day students are less well equipped than students used to be.

"They are much better than students were 30 years ago, when I studied at CBS. They are not afraid to pose critical questions to so-called authorities and have far more self-confidence. Thus, both academically and personally they are much better equipped."

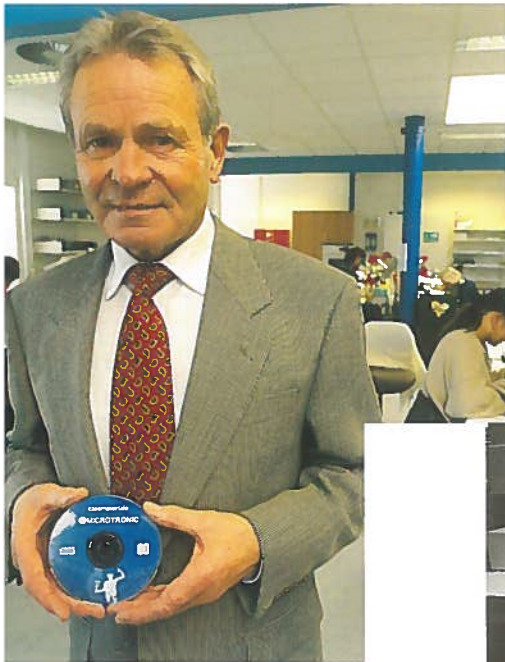
I use this knowledge when we are recruiting new staff, but I may also tell my clients - large Danish manufacturers - what occupies young people's minds, and what the new trends are," says Nils Hansen, Director of Informationsgruppen A/S.

In his daily work, Hansen is a consultant to large export-oriented companies, advising them on areas of communication and

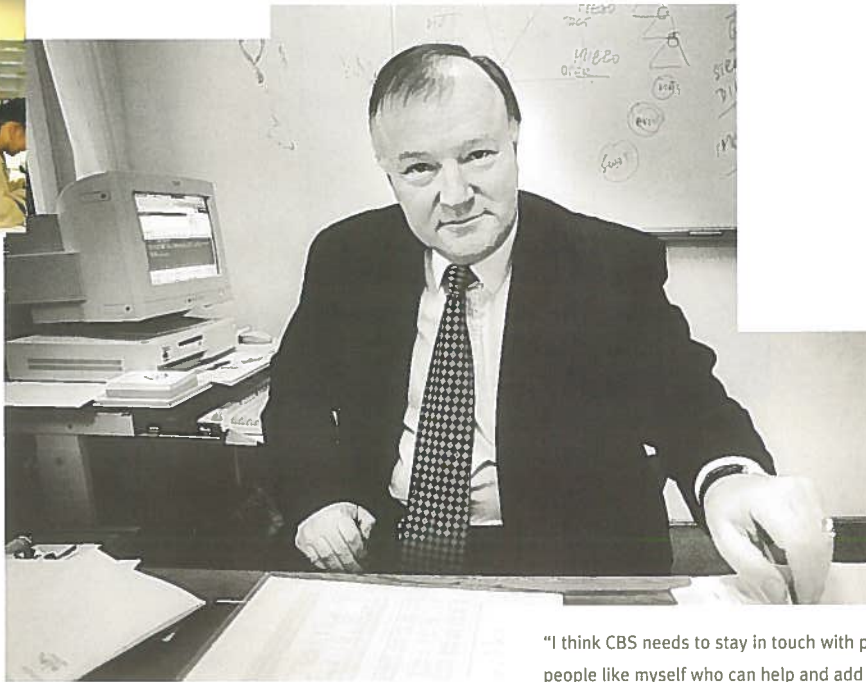
If Nils Hansen were to offer one critical remark to CBS, he would say that the school fails to involve the external

"Nowadays, no one doubts that knowledge and the generation of knowledge is crucial for the competitiveness of the business sector and for maintaining a prosperous welfare society. That is why the institutions of higher education and their communication of knowledge through education and research are vital to society. However, knowledge is certainly also developed by the business community."

Ole Vig Jensen, Former Minister of Education



"As an external examiner, I am able to be continually updated and abreast of new theory development", says managing director Per W. Nielsen.



"I think CBS needs to stay in touch with practical people like myself who can help and add more hues to their picture of the world", says personnel and training manager Harald Queseth.

examiners enough in its activities. He notes, "there is no doubt that the external examiners could assist to a much greater extent in the development of new courses and programmes."

Being an external examiner sustains competitive power

While being fully committed to his post as managing director of Microtronic A/S, market leader in the design and manufacturing of hearing device components, 63-year-old Per W. Nielsen takes a keen interest in young people and education. Almost 25 years of service as an external examiner at CBS, Odense and Aalborg Universities as well as the Technical University of Denmark proves his great commitment to Danish education. But that is not all. In 1996, Nielsen offered CBS the use of Microtronic as its first case study company (see the CBS 1996 Annual Report). In addition, he employs industrial researchers who are also affiliated with CBS, he gladly receives a host of project-writing students and he has been a guest lecturer at the CBS MBA programme. How does he make time for all this?

"It is not a question of time, but of maintaining my own competitive power. As a managing director I cannot take continuing education on long-term programmes. There is simply no time. As an external examiner, I am able to be continually updated and abreast of new theory development." says Nielsen.

Per W. Nielsen refuses to listen to the criticism voiced by some of his colleagues in industry, who complain about deteriorating student quality and declining standards at the Danish business schools. He finds the standard generally high. "Graduates are far better than 10 and 20 years ago. They are particularly good at presenting their work. They know how to use modern IT tools to structure their projects and present them in a more sophisticated and instructive way."

Balance between practice and the academic world

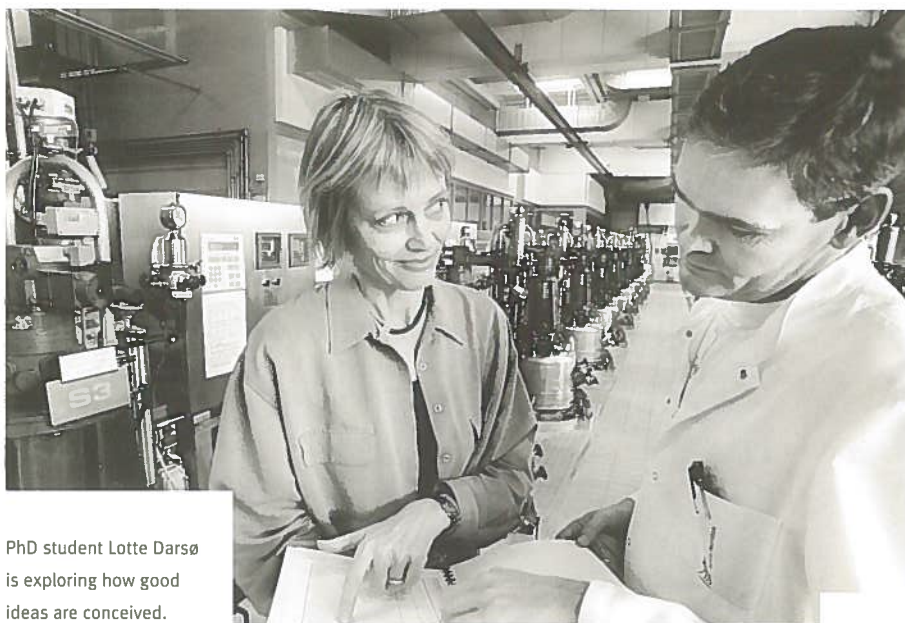
"I enjoy my contact with CBS. It is interesting having access to the academic world, for example at the Copenhagen Business School. In my opinion, the business community benefits from having close links with the institutions of higher education. In addition, I think schools and universities need to stay

in touch with practical people like myself, who can help add more shades to their picture of the world," says Harald Queseth, who has been an external examiner at CBS for more than 10 years.

Queseth, a personnel and training manager at Hempel, spends quite a bit of his spare time as an external examiner at CBS. The main reason, in addition to the attraction of the environment, is that he is using his work as an external examiner for his own professional development. For, as he admits, he would not like to face young people, who are often very skilful, with no other ballast than his practical experience. This may quickly become a shield that crumples up as the young march forward. He therefore feels obliged to keep up-to-date with theory developments and what young people know.

Everything can be made better - also study programmes, says Queseth. But generally, he is greatly impressed with what the students know and do. They are good. The only thing he might recommend is that they would be more unassuming of their own abilities. All too often, they lack distance to what they have produced, because basically they consider themselves brilliant.

• Partnership with Business



PhD student Lotte Darsø is exploring how good ideas are conceived.



Industrial researchers are practically oriented theorists

A fair number of researchers at CBS are participating in the industrial researcher programme, contributing greatly to forging new cooperative links between companies and CBS.

Ideas do not come out of the blue

Industrial researcher Lotte Darsø is working with the exciting subject of 'skunk work.' *"It includes the very first stage of a research process - where ideas are conceived outside the established and planned system and where innovation starts,"* explains Darsø. She alternates between development research at Novo Nordisk and preparing her PhD dissertation at CBS.

"Novo Nordisk, a company spending millions and millions on development of new products, has never made a systematic analysis of how their new ideas emerge. The same goes for practically all other companies. This is really quite worrying," says Darsø. Together with Associate Professor Henrik Herlau from the Department of Management, Politics and Philosophy, she has developed a system - the KUBUS model - which maps out the process of

conceiving ideas. Darsø is now testing this model in real life and adapting it to the special requirements and culture of Novo Nordisk.

"Lotte Darsø's project sounded extremely interesting and, at the time we got in touch, we had recognised a need to revive our innovation," says Peter Feldinger, Senior Personnel Consultant at Novo Nordisk. He points out that the KUBUS model also works excellently when applied for instance to the efficiency of teams.

In Darsø's opinion, many companies overlook the potential of a creative and more systematic accumulation of knowledge in the early stages of the research process.

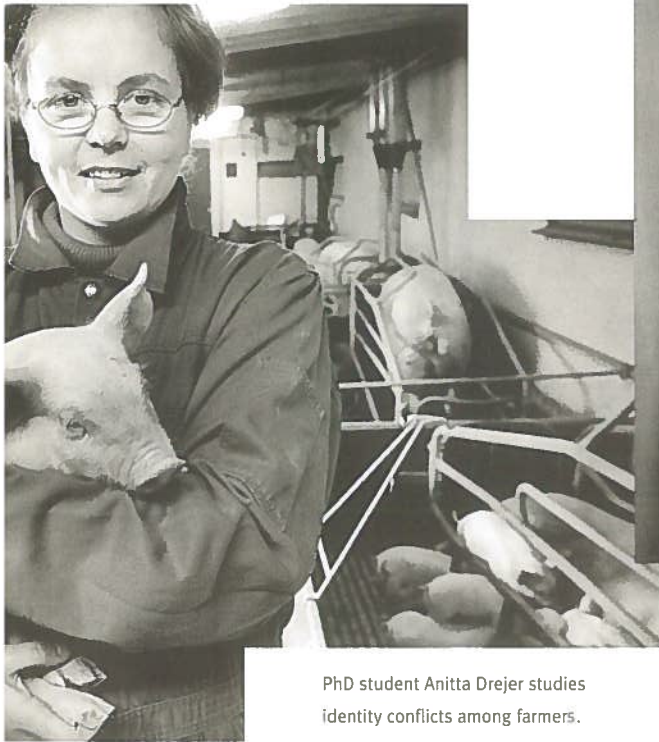
"It requires a creative and team building type of project management, which pays off when companies are able to derive the full benefit of the knowledge and bright ideas generated by efficient teamwork."

Agriculture funds project on farmers' identity conflicts

Anitta Drejer has a master's degree in agricultural economics from the Royal Veterinary and Agricultural University and signed on as a PhD student at the CBS Department of Marketing in November 1996. Her project, entitled *"Market orientation of agriculture analysed by pig farming,"* involves a study of the farmer's role in a modern industrial system.

Drejer is studying the farmer's scope for positioning himself in relation to the end user. As it turns out, the farmer has two fundamentally different roles: the role of producer, an economic agent dimension, and the role of farmer, a socio-structural dimension.

"This creates a conflict for the individual farmer - a conflict which may trigger an identity crisis because historically, the farmer has been rooted in a rural, local and social network. But today he must function as an individual industrial unit working on the economic premise of the capitalist market system. In this modern expert system he will often be a foreign agent, while his feelings are deeply rooted in the socially structured local network," says Drejer. She herself was born in the country and has personal experience of the problems.



PhD student Anitta Drejer studies identity conflicts among farmers.



Erik Højbjerg, PhD student, finds that Danish companies try to influence the EU legislative process far too late.

Anitta Drejer is an independent student at CBS. Her project is financed by external sources such as the National Association of Pig Farmers, the FDB co-operative society and a private foundation. The sponsors of her project are very supportive. The Chairman of the Danish Pig Farmers, Kent Skaaning, says,

"We believe that Anitta Drejer's work will help bring innovation to the Danish pig farming industry and Danish agriculture. Agricultural production as we have known it until today is characterised by industrialisation, with homogeneity as a parameter of success. We are now entering an era, in which heterogeneity is becoming essential, and for which we do not have the tools required to remain at the top. Anitta Drejer's project can help us in this development."

The European Commission guards common European interests

While studying at the University of Copenhagen, Erik Højbjerg was already affiliated with COS, the Center for Public-sector Organization and Management. Having completed his master's degree in political science from the University of Copenhagen, he succeeded in piecing a scholarship together that enabled him to embark on his PhD project, looking into the preparatory legislative work of the European Commission.

Contrary to the general impression among Danes, the Commission actually has limited resources, with only 20,000 officials employed to administer more than 350 million EU citizens. To compare, the Danish government departments have almost 200,000 officials engaged in administering 5 million citizens.

"Because of this fact, the European Commission has to be very open to input from outside. My hypothesis is therefore that the political negotiations for the planning of proposed legislation start very early, and the political decisions made at this early stage should be binding in the later stages of the legislative process," says Højbjerg. He reckons that, in general, lobbyists try to influence

the legislative work far too late in the process – for example, when the laws have been put before the Council. Prompted by Hans Jürgen Stehr, Head of Division, the National Agency for Environmental Protection, this search for better knowledge of the interests and power structures that impact the drafting of EU legislation has made the Agency of Environmental Protection interested in sponsoring Erik Højbjerg's project.

Højbjerg may offer a piece of advice to Danish lobbyists, which should arouse sympathy for their submissions:

"It is important to present proposals with an eye to safeguarding common European interests. The Commission must always do that, because it is bound by the provisions of the Rome, Maastricht and Amsterdam treaties."

Research designed to solve business problems

At the beginning of 1998, Per Jenster took up his new post as research professor at the Department of Intercultural Communication and Management. Previously, Jenster was on the research staff of the Department of Marketing and took part in running the MBA programme at CBS.

Before joining the Copenhagen Business School, Professor Jenster worked for 17 years abroad, including several years at the East Asiatic Company. Prior to returning to Denmark, Jenster was a professor at the distinguished Swiss business school IMD in Lausanne. Drawing from his experience from many years of international work, Jenster will take part in research aimed at raising the department's international profile. In addition, he will enhance the business economics courses for the International Business Administration and Modern Languages programme, taking responsibility for the third-year course.

After his long tenure at IMD, Professor Jenster's research is quite application oriented. *"This does not mean there are no theoretical thoughts behind it, however. I just think research should not be conducted for its own sake. Research activities need to address the practical issues of business operation and be useful in solving day-to-day problems in companies,"* says Jenster.

Research cooperation with industry on systems exporting

A relatively new marketing challenge is marketing total solutions, or complete systems. A major project at CBS, in conjunction with several large companies and industrial organisations, is designed to focus on management and competence for systems exporting.

Marketing and selling total solutions is a topical focus area in the business community. Danish companies have also

registered the change towards greater demand for complicated product solutions rather than products exclusively. Companies therefore need to know more about the specific requirements for marketing complete systems for which the customers are frequently other companies or large organisations.

"At present we do not know too much about conditions that drive this particular type of marketing. But systems exporting on the global market has so much sales potential for Danish industry that we need to provide this knowledge quickly to help companies enhance their management competence for this challenge," says Jenster, who is heading the project on this international growth area.

Great interest from the business community

The project's time frame for collecting material and publishing the research results is three years. In 1997, the project work centred on putting the organisation on track. The research team includes senior research staff as well as industrial researchers in the PhD programme. The team also works directly with several companies in a variety of sectors and is able to draw on knowledge and experience from companies such as IBM, Sophus Berendsen and Post Danmark. During the project period, the team will be presenting the latest knowledge at workshops and continuing to collect information about the experience of the participating companies. The goal is to make this sum of knowledge available to all companies as a resource for their systems export activities.



Systems exports hold great potential for Danish industry, but more knowledge is required.



Professor Per Jenster would welcome closer research collaboration with business.

"My experience is that companies are generally very interested in collaborating with CBS research environments and they are also prepared to support projects financially. CBS could gain even more strength by being more proactive in securing agreements for cooperation with the best and most innovative companies. We can learn as much from them as they can from us," adds Jenster.

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The brand - a changing asset

“The brand is the most valuable and tangible asset a company has in today’s global competition,” said the charismatic Wally Olins without a trace of hesitation from the podium at Dalgas Have in his lecture to a distinguished audience at CBS’s 80th anniversary celebration in November 1997.

Wally Olins is not Mr Anybody. Olins, a renowned man of the world and managing director and co-founder of Wolff Olins, London, is a distinguished gentleman with a bow tie and horn-rimmed glasses who looks like a hybrid between an academic and a businessman. He is indeed equally suited in both fields, if only given space to think and act. Olins is also the author of several textbooks on corporate identity.

That Wally Olins presented his ideas and thoughts at CBS’s 80th anniversary was natural. Throughout the 1990’s Olins has been a visiting professor at CBS, has shown deep commitment to the school’s development and has affiliated particularly with research projects focused on corporate identity and profile. In this work, he has collaborated with Professor Majken Schultz from the Department of Intercultural Communication and Management and Visiting Professor Mary Jo Hatch, currently working at the Cranfield School of Management. Olins has made his activities available to a project on culture, identity and image conducted by the two professors.

New parameter determines consumer choice

When claiming that the brand is the most valuable asset a company has, what does Olins mean?

“With universal accessibility of technology, largely all products, in their particular areas, will become very much the same in terms of functional quality and price. Therefore, the only way consumers can distinguish between

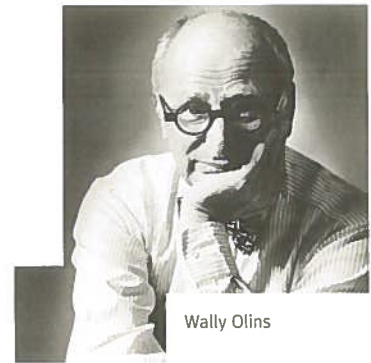
products is using the parameter of emotional value. By this, I mean that the experience and feeling projected by the product and its name have gained paramount importance. The functional qualities, even if they are important, will be far less influential; they are taken for granted. This means, in other words, that to win the global race, a product must not only be functionally good. It must project values that appeal to consumers emotionally,” explains Olins.

“In this context, Apple Computer is an interesting example. They failed in the marketplace, not because they did not have a good brand - few companies have been graced with such an eminent brand - but because their technology was not compatible with Microsoft Windows, which became the ruling market standard. Thus, their quality was not right, even if many people would claim otherwise, and their survival may still depend on their strong brand, which has high emotional value to Apple’s many dedicated users.”

New value added to products

When consumers take a product’s quality for granted, the service behind it and the customer care at the point of sale will be what gives the product value. Quality is then manifested by the staff behind the counter because they are the people customers have contact with.

“If products become less important than service, we have a new situation. Then companies must train their people far more than ever. They must train them to



Wally Olins

understand the values that characterise their specific company. This will give the human resource function much greater value and responsibility. This function will need to be integrated with the work of those in marketing and communication. This is the development I find extremely interesting,” says Wally Olins with a smile.

Global corporations moving into a management vacuum

The idea that human resources should not deal exclusively with a company’s internal issues is a new thought that puts different demands on this function. It will be particularly important in an era witnessing growing numbers of companies joining forces to compete globally. According to Wally Olins, this development will induce many global corporations to create cultures that extend as an extra layer across national borders. Frequently, they will be replacing supranational political organisations, such as the United Nations, that often appear to be rather inefficient.

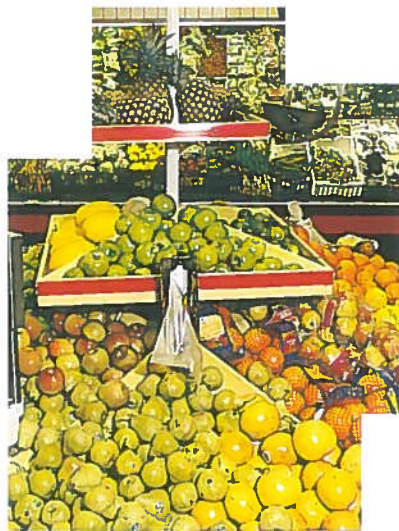
“From this starting point, we will see private companies assume greater responsibility - not because they want to be philanthropists, but because they have to. On the one hand, a management vacuum will develop in the political system making it relatively easy for corporations to move in and take over tasks that were previously handled by ‘society’. On the other, consumers will be demanding responsibility of the companies from which they decide to buy their products and services,” states Olins with reference to the socially and environmentally responsible consumer.

New research centres - a novel approach to co-operation with business

With three new research centres set up in 1997, the Copenhagen Business School has broken new ground to meet the requests for closer and more direct co-operation with Danish companies, including small, medium-sized and very large ones. The organisation of the centres, providing direct business influence through reference groups, is a novel approach to partnership between CBS and the business sector. Several activities are also funded directly by the business community and, in addition, researchers are offered access to company data for their studies.



Professor Hanne Hartvig Larsen is Director of the new Center for Retail Studies.



Among the core areas of the centre are studies of retail outlets and buying behaviour.

Center for Retail Studies

When Professor Hanne Hartvig Larsen celebrated the 25th anniversary of her CBS appointment in June 1997, the Dean of the Faculty of Economics, Gert Bechlund, announced that the Department of Marketing was setting up the Center for Retail Studies to be headed by the celebrated professor.

"The core objective of the new centre is illustrating and predicting structural change in the retail sector and recommending means to gain impact on developments. New studies will focus on development trends in relations between suppliers and retailers, retailing conditions and new strategies and behaviour.

In addition, the centre will carry out studies of retail outlets and consumer purchasing behaviour," says the director of the new centre.

Despite the retail sector's vast importance for the economy, it has previously attracted modest research interest. The centre is now responding to the persistent calls from the industry for more research-based knowledge about the retail business.

Changes in consumer buying behaviour frequently have impact on structures in several areas. For example, Professor Hartvig Larsen has worked with traffic researchers on a project sponsored by the Transport Council studying how Danes were using their towns.

"It was surprising that many shopping trips were combined trips, meaning that shoppers visited both general stores and specialist stores in the same shopping round. This occurred to a higher extent than we expected," says Professor Hartvig Larsen. *"Viewed in that light it is not surprising that single shops and small towns lose out to the big urban centres that lure customers with attractive supermarkets and a broad variety of specialist stores."*

Activities on the Internet are also among the centre's focus areas. How will the Internet impact existing retailers and the retail structure of the future? Will consumers change their shopping habits dramatically, and how? Several current trends can bring about significant effects for the retail industry. The first experiments in selling daily consumer goods are already up and running, with a variety of solutions to the physical delivery of goods being planned or already tested. Hanne Hartvig Larsen finds it a natural task for the centre to study the economic and marketing effects of different delivery channels.

In addition to its staff of senior researchers and PhD students, the centre has also integrated partners from the retail industry, inviting representatives of chain suppliers to be part of a reference group. One reference group member is Director Annette Kreiner from Dagrofa A/S, who finds the alliance with a broad segment of the retail business is a good starting point for the centre. This network, providing an



The vast resources of knowledge and experience generated in the business sector need to be structured and conceptualised to benefit more companies.



Professor Preben Melander, Director of the Centre (left), and Senior Consultant Lars Henriksen, Andersen Consulting.

interface with the business community, ensures a platform for research that will generate relevant output for the retail industry.

Members of the reference group:

Henrik Dahl, Research Manager, AIM/Nielsen

Per A. Fossum, Managing Director, Nordisk Tobakskompagni and Confederation of Danish Industries

Elisabeth Grüner, Vice Director, Agency for Development of Trade and Industry

Lene Hansen, Director, GfK Danmark

Finn Hartmann, Executive Director, FDB

Erik Høy, Trade Marketing Manager, Lego Systems

Mogens Jöenck, Director, Carlsberg

Anette Kreiner, Managing Director, Dagrofa A/S

Henrik Kirketerp, Director, Dansk Supermarked

Mads Middelboe, Managing Director, SCA Mölnlycke, Vice Chairman of the Association of Danish Groceries Suppliers

Peter Midtgaard, Director, ISO Supermarked

Erik Pedersen, Director, Metro, Chairman of the Association of Danish Commerce and Service.

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Center for Corporate Development and Management Technology

The official inauguration of the Center for Corporate Development and Management Technology took place in November 1997. The goal of this new research centre is developing a range of new collaborative interfaces with the business community to advance research based on current problems in the private business sector.

Preben Melander, newly appointed Andersen Consulting research professor and the Director of the new centre, has long been an inspiring driving force and research leader at CBS, specialising in management information and practical application of management systems. He was also involved in setting up the Center for Public Organization and Management as well as the Business Economics Centre.

Focus on handling present-day technology

Launching a research centre that embraces eight or nine projects requires a substantial amount of preparation. One of the major tasks is recruiting a high-profile staff, in particular in the business economics area where people with practical experience are hard to come by. Melander has solved part of the problem by recruiting graduates who are involved in industrial research programme.

"The primary field of interest for the centre is management technology. Normally, technologies are quite well-structured and rational, while management is a softer

concept. What we are trying to study is the control process in the tension field between rational systems and human management practice," says Melander.

He emphasises that many companies have generated a vast amount of experience and knowledge. However, it is not always structured and conceptualised. Melander therefore views the key objective of the centre as helping systematise and theorise this knowledge, turning it into a benefit for the business community in general. *"In practice, our work is based on agreements with one or more companies to study specific management concepts or management technologies. The projects are frequently defined through discussions between the centre and the companies."*

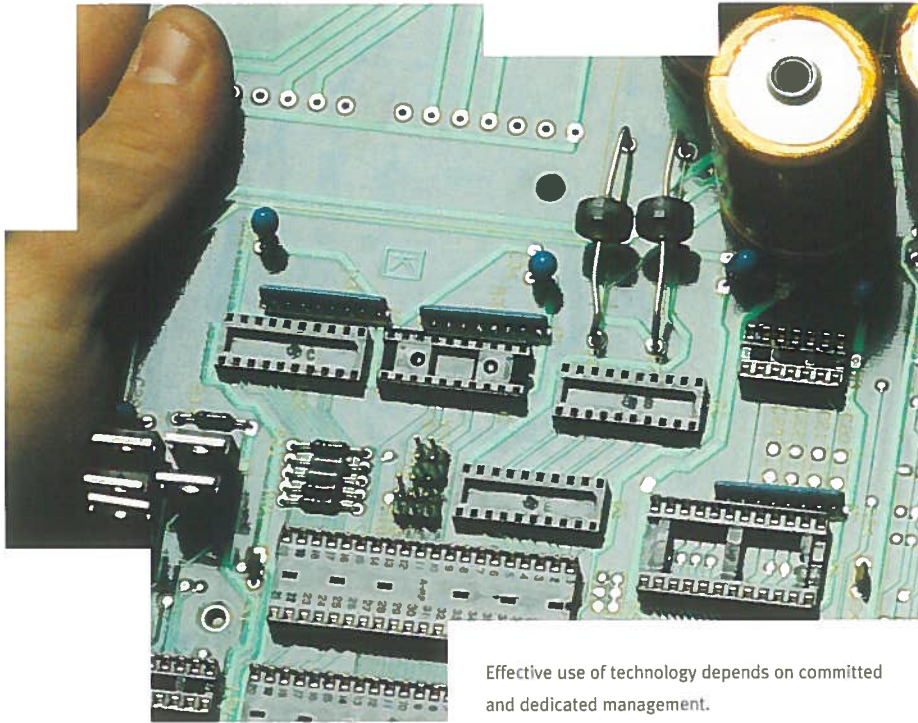
The technologies that attract particular research interest are topical systems such as ISO 9000, Total Quality Management, Activity Based Costing, Business Process Reengineering and Process Management. *"We analyse how they are handled by companies and look into whether they change their administrative and managerial competencies. We can see that some gain success from them, while others fail. Therefore, it is not insignificant what companies do and how and how they do it,"* says Melander. He pinpoints that change capacity might be greater and that the management level should focus more on changing existing organisation structures to gain true benefit from the systems.

In future, the centre will also take a closer look at the Balanced Scorecard method that is gaining ground in the Danish business sector.

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Partnership with Business



Effective use of technology depends on committed and dedicated management.

Companies involved in research

Preban Melander refers to some of the results the centre has already presented in its short life span. Using new technologies require commitment and responsiveness from the management. It is no use introducing one system after the other heralded by great fanfare, if afterwards they are left to their own devices.

"Companies must constantly monitor their projects and set requirements for embedding them into their organisation, and they must demand specific action to keep the technology process alive. If not, it tends to become an empty shell that rather discourages people," he says.

Another focus area of the centre is the SAP system, a comprehensive management information system based on German management and manufacturing methods. The system integrates all functions of a company, such as management accounting, finance, customer service, manufacturing, quality management, logistics and human resources. Everything is tied together via a database from which the management can retrieve data to acquire a more reliable basis for its decision-making process. The centre looks into aspects of the practical application as well as the opportunities and challenges to Danish companies using SAP.

The centre aims to have a reference group of business executives backing each project. It will help ensure integration of practical

experience in the research output presented to companies and continuous communication of research findings.

"We expect those who monitor our projects to watch out and give us feed-back quickly if the researchers take a too simplistic view or if they drive too far along the theory highway," concludes Melander.

Large companies depending on external research input

Andersen Consulting was among the initiators of the new centre, sponsoring a research professorship to support its activities. Lars Henriksen, Senior Consultant, points out that a company like Andersen Consulting depends on external, high-quality research, produced by CBS among others, for the company's sustained development and success.

"The knowledge we are in business to communicate is not based exclusively on the method research of our own international development centres. It is inspired and complemented to a great extent by the basic empirical studies conducted by research centres world-wide. A management concept does not always have equal impact and significance in the USA and in Denmark. Social and managerial conditions and requirements are not at all the same. It is therefore vital for us to ensure intensive management research in Denmark."

Henriksen underscores that this type of research sponsoring can contribute to the synergy between theory and practice for the benefit of companies as well as research environments. *"We wouldn't dislike it if some of the young researchers who complete their PhD degrees would find their way to our own development and consulting environments. Greater mobility between public-sector research environments and private companies is an advantage for all."*

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Associate Professor Jens Aaris Thisted.

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Associate Professor Tore Kristensen, Director of the Centre, wants to support design integration in the product development of small and medium-sized businesses.

Center for Design and Corporate Development

Associate Professor Tore Kristensen, Department of Marketing, shared the delight of his colleagues when he introduced the Center for Design and Corporate Development. The centre is backed by nearly 10 years of hard work to lay the foundations for design management and business-related research focused on design-driven development of Danish companies and reinforcement of their competitive position.

The first steps were taken in 1989 when Danmarks Designskole, Technical University of Denmark, Danish Engineering Academy, School of Architecture of Royal Academy of Fine Arts and Copenhagen Business School joined forces to offer a common programme in design management.

"The students found the programme attractive, whereas we, on the teaching staff, had our doubts about how things really worked. What was going on when three professional groups - designers, engineers and economists - worked together? We were very keen to know much more about that. Therefore, when we were offered sponsoring by the Ministry of Industry three years ago, we set out building a research centre," says Kristensen, Director of the centre.

Developing design concepts for business use

"Through the 80's and the past years of the 90's we have witnessed several large companies using design as a key parameter in their product development and marketing strategy. Frequently, with a fair amount of success. But when reviewing small and medium-sized companies we saw a rather different picture. They were hesitant about the design approach. What did it really mean? What was the cost, and what did it require? This initial scepticism made it hard for the designers to get their message through. One of the reasons was that they had not developed a conceptual basis that was reasonably well-defined, such as advertising and marketing concepts, and had proved its worth over a long period of time. Thus, the core objective of the new centre is developing concepts in the design area for business use," says Kristensen.

Dismantling barriers between designers and economists

In addition to its contribution to theory formation in the design area, the centre is also engaged in minor, focused studies of a more quantitative nature to uncover some of the problems in this area. For example, the centre has prepared a study of the Danish electronics industry, exploring the industry's use of design strategies; it has also made a demographic survey, involving

young designers and small companies. This survey demonstrated not only a conceptual barrier but also a cultural barrier between the two groups.

The gap is assumed to be shrinking over time, however, particularly when graduates from the CBS programme hit the market because they know how designers work. *"Our students have made significant gains from working with students from other areas. They learn how other groups work and acquire greater recognition of alternative ways of solving problems. They carry out joint projects and learn how to divide work and communicate with other professional groups, a major asset for all the groups involved,"* concludes Kristensen.

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**Kim Paulsen, Industrial Designer,
Designstudiet**

**Erik Simonsen, Development Director,
Fritz Hansen**

**Kim Sørensen, Managing Director,
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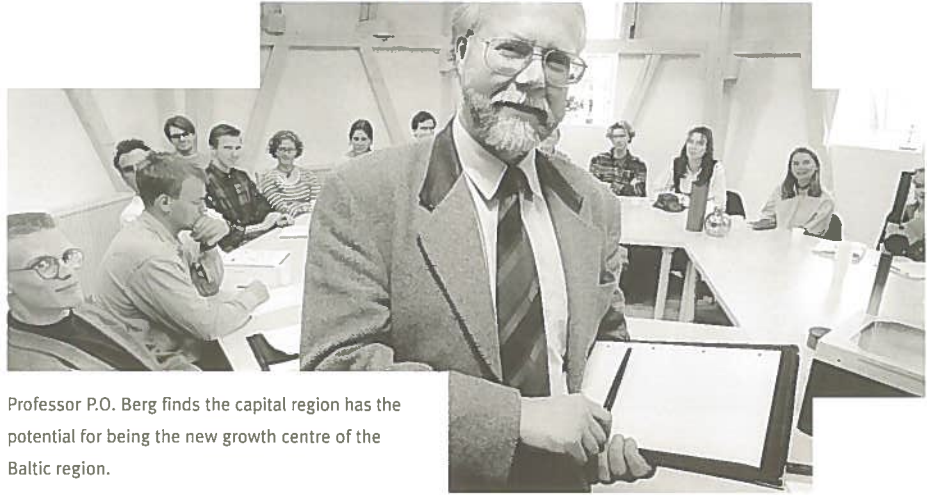
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The Øresund Region - The Northern EU Metropolis

Copenhagen has the potential to be a future European metropolis. So concludes the Scandinavian Academy of Management Studies (SAMS) research report prepared for the Copenhagen Business Group.

The report, entitled "The New Metropolitan Area - Future Growth Centre for the Baltic Region," sees bright prospects for Copenhagen as a new growth centre for the Baltic region. A necessary requirement, however, is that the Greater Copenhagen Area and Malmö, its Swedish neighbour across the Sound, succeed in merging their resources to form a genuine, united region and take action to market the region both in the Nordic countries and internationally to attract companies, capital and knowledge resources.

"The report pinpoints certain differences in the industrial identities of the two parts of the region. While the Swedish side has a distinct, internationally oriented industrial identity, for example in large-scale production of foods, the Danish side has focused more on commercial activities, services and a strong skilled-work sector. However, the competencies of the two sides complement each other nicely," says Professor Per Oluf Berg from the CBS Department of Management, Politics and Philosophy, who is head of SAMS and research consultant to the project on the



Professor P.O. Berg finds the capital region has the potential for being the new growth centre of the Baltic region.

Region. In addition, the Øresund partners have a strong presence in the pharmaceutical and health industry, transport and, in particular, knowledge-intensive industry due to the university environments in Copenhagen and Lund.

SAMS research calls for new action Through its research activities in the past few years, SAMS has made an important contribution toward greater recognition of the promising potential for building the Øresund region. Research results have made Danish industrial organisations, leading business people and politicians aware of the potential that can turn the region into a powerhouse equal to the best Europe has to offer. This has generated interest on the Danish side in activities to develop a common industrial region.

To Scandinavians, the Øresund region is the gateway to both western and southern Europe and eastern countries such as Poland, the Baltics, Finland and parts of Russia. This means that the industrial policy of the region depends on both local and wider inter-regional developments, and this recognition has started a race between Copenhagen/Malmö, Stockholm

and Helsinki to win status as the Baltic region's capital city.

The winner of this title will reap great benefits such as attracting common Baltic institutions, which in itself is a growth promoter. Copenhagen has a sizeable lead in this race. Membership in both NATO and the European Union gives Denmark a fine-meshed network with central power centres in Europe which Sweden and Finland cannot match. In addition, its position allows it to function as both a western and southern gateway and gives the Øresund region a stronger chance to become the leading centre of the Baltic Region.

"But this will not happen on its own. Viewed from the Chamber of Commerce's perspective, it is imperative for the top-level authorities to become seriously aware of the necessity of marketing the region worldwide, ensuring that the huge infrastructure investments, primarily to expand the airport and build the bridge, can be paid back. If the efforts to attract major international interests are successful, Copenhagen/Malmö can become the future metropolis for the northern part of the European Union," says Ebbe Jensen, Information Director from the Danish Chamber of Commerce.

The following organisations make up the Copenhagen Business Group: The Danish Chamber of Commerce; The Confederation of Danish Industries for Greater Copenhagen, Frederiksberg and Roskilde; The Association of Industrial Employers; The Danish Contractors' Association; Danish Commerce and Service, The Agricultural Council, The Danish Bankers' Association; and The Association of Hotel, Restaurant and Leisure Industry. The chairman of the group is Johan Schrøder, Managing Director of Radiometer.

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The Øresund University

– a new regional knowledge centre

Several initiatives over the past 10 years have been designed to reinforce university collaboration across the Sound, but not until the decision to span a bridge across the water did this cause really gathered momentum. The project will offer new opportunities to the region's 120,000 students and 7,500 researchers at universities and institutions of higher education.

19

On October 10, 1997, the rectors and presidents from 11 universities and institutions of higher education in the Copenhagen and Scania regions signed a collaboration agreement to create a new university structure, Øresund University. The goal is to build a regional knowledge centre capable of utilising the great professional capacity of the partnership and build the foundations for joint marketing of education programmes and research. *"Øresund University is probably the most outstanding example of the regional consolidation process,"* states Bodil Flod, Rector of Lund University and President of the College of Rectors for Øresund University. *"Even from an international perspective, this is a unique project. By collaborating we will be creating added value. The region's combined resources in education and research makes it Europe's fourth largest knowledge centre."*

The Øresund region - attracting citizens and international collaboration partners

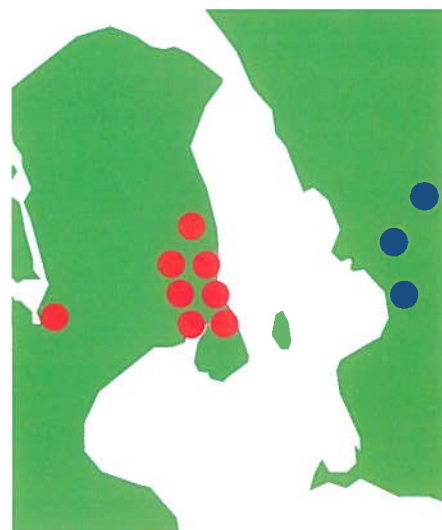
The magnitude of the new university environment and its high international standing in fields such as technology, natural sciences and medicine have stimulated expectations for the collaboration, including greater interest from universities abroad. In addition, many more students from both sides of the region are expected to piece their own personal programmes together, shopping around at several universities. To raise student awareness about the many new opportunities in the region, a process has now begun to systematise information by means of joint programme catalogues and course information on the Internet.

Several projects launched

The vision for Øresund University is to use large interdisciplinary projects at department or faculty level to spearhead the collaboration. One project already in progress, *"Zealand and Scania - Before and After the Bridge,"* has research teams appointed from the fields of environment, landscape, social sciences, legal systems and culture. CBS takes part in projects on transport and regional strategies, for which Professor P.O. Berg and Associate Professor Lise Lyck from the Department of Management, Politics and Philosophy have edited a book entitled *The Øresund Region Building*. The book outlines both theoretical and practical approaches to building a transnational region.

The *"Medicon Valley Academy"* is a three-year project shared by CBS and the Universities of Copenhagen and Lund, Technical University of Denmark, The Royal School of Pharmacy and integrating hospitals and pharmaceutical companies to expand the region's potential in the health care area.

"The Virtual University" is an interdisciplinary IT initiative designed to reinforce infrastructure, IT-based distance learning and continuing education for IT. It will also create an electronic course prospectus and prepare the ground for electronic publication.



Copenhagen Business School
University of Copenhagen
Technical University of Denmark
Roskilde University Center
The Royal Veterinary and Agricultural University, Copenhagen
The Royal Danish School of Educational Studies
The Royal Danish School of Pharmacy and The Royal School of Library and Information Science

Lund University
Malmö University College
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Management Academy for the Øresund Region

- preparing public officials for change

There is an obvious need for the public authorities and organisations in the Øresund region to prepare themselves for the future requirements of international competition. The Management Academy for the Øresund Region provides a training programme for this purpose.

Dismantling mental barriers

The physical structure of the Øresund environment is changing at an unprecedented pace. Large infrastructure projects are cropping up, fulfilling the expectations of politicians and other decision-makers for the region's future as a Baltic growth centre. To many public authorities, however, the region still remains a slightly blurred image. They are only beginning to distinguish the contours of the future impact of the infrastructure projects and the initiatives which far-sighted companies and research institutions are initiating.

The Management Academy for the Øresund Region is therefore providing a programme on management for change designed as a training opportunity for public-sector officials. The Academy has evolved as a collaboration project between the CBS Center for Continuing Education (CCE) and its Swedish partner, the Management Institute in Lund (MiL).

Pressure on public institutions for action

The Danish head of the project, Hans-Henrik Hansen, who is Director of the MBA programme at CBS, and his colleague Torsten Sjöberg from MiL, have long wanted to launch a training programme primarily for public-sector executives from both sides of the region. Thanks to considerable political interest from the Øresund Committee and substantial support from EU INTERREG II funds, the Academy's first programme has now been scheduled to start in mid-1998.

"The bridge is a physical manifestation that will open the eyes of companies and citizens to new opportunities. Executives, in particular, from both organisations and the public sector will be dealing with new requirements from companies and employees on both sides of the region. The planned training programme is targeted mainly at younger officials just below the senior level. These officials need to be equipped to handle and implement the measures necessary to ensure that rules and regulations work smoothly when companies and their manpower break new ground," says Hans-Henrik Hansen. "Personal development will be a cornerstone," he adds, "along with the principle of action learning, the foundation for the programme's learning process".



MiL
INSTITUTE

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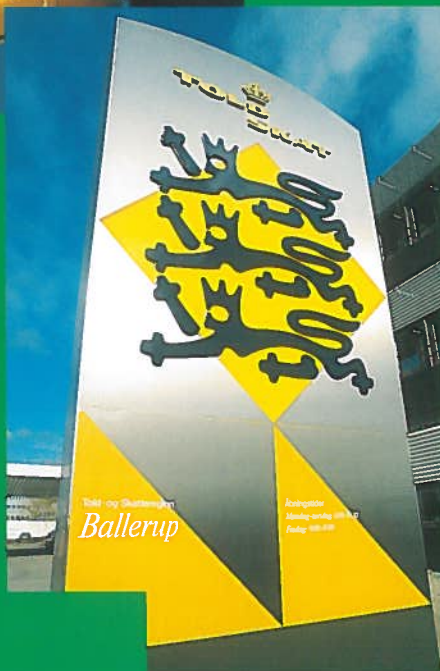


Facts:

The programme, focused on leadership for regional development, has been scheduled for 35 days in the period.

The primary target group is public-sector executives with 5 - 10 years of experience, of which at least two years must have been at the senior level. Specialists with high-level competence and decision power in their organisations can also take part.

The programme consists of six modules accompanied by individual and group projects. The key emphasis will be on personal development in a regional development context, centred on learning new skills for a rapidly changing world.



"The bridge is a physical manifestation that will open the eyes of companies and citizens to new opportunities. Executives, in particular, from both organisations and the public sector will be dealing with new requirements from companies and employees at both sides of the region."

Hans-Henrik Hansen, Programme Director.

The management programmes: networking for life

Lifelong learning is something we frequently hear and talk about. For most of us, it's just a concept but for the students in the MBA and MPA programmes at CBS, lifelong learning is reality. For these students, it means skill development, a healthy investment in the future, and a lot of hard work at a high level.

"We think of the teacher as a symphony conductor, bringing out the best in the musicians and the music. Everyone has something to contribute, and after graduation, each student has a network to draw upon for many years ahead. They meet in our alumni society to exchange ideas and knowledge." This is how Hans-Henrik Hansen, Director of the MBA programme, defines the crux of the master's programmes at CBS and what makes it unique.

The MBA programme is split into seven-week modules, with classes on Fridays and Saturdays, while MPA classes are spread over several evenings a week. What is common for students in both programmes, however, is that they have management jobs on the side. Their experience gives them the advantage of being able to directly apply the theories they learn in the classroom to their jobs.

"What is unique about our management programmes is that they are offered as part-time studies. That makes for a totally different experience than sitting in a classroom for two years in a row. We require students to have an educational background equal to a bachelor's degree. But the MBA and MPA are different from the MSc degree in Business Administration, for example, because the two degrees build skills related directly to the areas in which students are working," explains Hansen.

MPA: Unique integration of theory and practice

The MPA programme is designed for executives and middle-level officials from a broad range of public institutions as well as from non-government organisations (NGO). Graduates get an education that provides them with new skills and competence combined with a valuable network, which they cannot get anywhere else at this level.

"The MPA programme provides a unique opportunity to get hold of the latest research results and use them directly on the job. It is also really beneficial to meet people from various organisations and professional backgrounds to exchange ideas and discuss different management cultures. For example, comparing hospital management with managing an NGO. Programme structure aims specifically to provide this forum at a level and in a way that I haven't seen anywhere else."



ROBERT HINNERSKOV, DanChurch Aid

High motivation ensures a high rate of completion

The completion rates for the MBA and MPA programmes are exceptionally high by Danish standards, primarily due to the professional enrolment procedure, the exceptional motivation of the students and perhaps also the relatively high tuition fee. Although many of the students in the MPA programme have young babies and families, it has sustained a completion rate of nearly 100%.

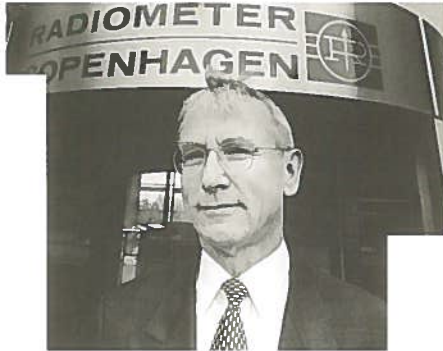
"These students are tough. Those with newborns have taken very little leave. This is significant in a society such as ours where new parents often take up to 6 months away from their work or studies after the birth of a child. The motivation our students have is sky high. In addition to everything else, many handle senior management jobs with 50-60 hours a week. Naturally, they need support and understanding from their partners and families. We see that these students' private networks are indispensable," says J. C. Ry Nielsen, Associate Professor at the Department of Organisation and Industrial Sociology and the Director of the MPA programme.

The hard work is worth it for most students. In 1997, the MPA secretariat carried out a mini survey of the students' career paths. More than 90% of those interviewed had changed jobs after starting their MPA studies, and all of them had moved upwards. They all referred to their MPA studies as the main reason that they landed better jobs.

MBA: Time management crucial for success

"My impression is that many graduates change jobs their first year after graduation. They have enhanced their skills during their MBA studies and they know it. If their employers don't notice, it's their own fault when they lose these good people. Our students get really frustrated if their

companies never acknowledge their new skills and competence. Companies that are not quick enough to realise that the investment has paid off are going to lose out. What is good for the individual employee is good for the company."



JOHAN SCHRØDER, MD, Radiometer - godfather of the 1997 MBA class

The MBA programme can be a costly investment for someone who does not know what he or she is getting into. Most MBA students work 60 hours a week in their respective jobs, and their studies can take at least another 25 hours which does not leave many hours left for friends and family.

"Getting this degree requires commitment. There are four things people should not do while studying for their MBA: move, get divorced, have a baby or change jobs. These are all things that take up too much time, and time is the students' most precious resource. Both employers and home base have to accept that MBA students are away a lot," points out Hansen.

Guest lecturers and study tours provide international perspective

The international orientation that is crucial to the MBA programme is three-fold: almost 50% of our teachers are recruited from universities abroad, often through the networks of our own staff; we draw on teachers from other CBS departments who have international experience; study tours abroad are compulsory.

"Sometimes we simply fly in a professor on Friday from the London School of Economics, INSEAD in Paris or wherever. They teach Friday night and Saturday morning and fly back again. This approach provides a practical introduction to international culture in the context of



Associate Professor J.C. Ry Nielsen, Director of the MPA programme, believes the students' high motivation and efficient networks are important reasons for their highlevel performance.

Associate Professor Hans Henrik Hansen, Director of the MBA programme, puts great emphasis on its international aspects. They ensure understanding of the correlation between economics and culture.

economics. Students have to acquire this understanding to operate internationally. The study tours we've organised previously to Portugal, the Czech Republic, Hong Kong and Beijing demonstrate to students that co-operating or negotiating on behalf of a company like Novo Nordisk is not the same in Asia as it is in Southern Europe," comments Hans-Henrik Hansen.

While the MBA programme is heavily dependent on the international aspect, the MPA is rooted in national management culture. *"We are trying to recruit more international guest lecturers for the programme, but in terms of public-sector jobs, Denmark is basically unique,"* explains J.C. Ry Nielsen.

Robert Hinnerskov could have chosen the MBA, but opted for MPA instead, because of the emphasis on political science and sociology. *"For me, working for an NGO in Denmark, the broader approach to economics offered by the MPA programme is far more relevant."* Robert Hinnerskov appreciates the programme's focus on international problems as well. *"In addition to international summer school and seminars, I went to Malawi to look at food safety as part of my studies, while another group went to New Zealand to study the school system."*

Plans to offer individual courses at master's level

Neither the MBA nor MPA programme is interested in expanding class size or setting up more classes, despite sustained high application rates. It is crucial to retain high

quality standards using the existing team of teachers and the synergies created by debate between the students. More classes might dilute the quality standard.

What about business executives who would like to take continuing education courses, but don't have 25 hours a week to spare? Hans-Henrik Hansen explains that the MBA programme is planning a range of individual courses to be taken for skills enhancement or by people who are only able to take short courses. *"However, it will never be possible to piece together a full MBA degree by means of courses like that. The degree will continue to be reserved for people who take the integrated programme. The single-course idea helps to underscore the importance of keeping up, however. Executives must be constantly challenged intellectually, and we would like to provide that challenge, for example by means of courses offered by the CBS Center for Continuing Education, including the PRIME programme, the Management Academy for the Øresund Region and the Management Academy for the Service Sector."*

In the first phase, MPA will offer the new courses to its own graduates exclusively.

MBA - Master of Business Administration

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Homepage: www.cbs.dk/courses/mba

MPA - Master of Public Administration

Phone: +45 3815 3640

E-mail: mpa@cbs.dk

Homepage: www.cbs.dk/courses/mpa

PRIME

- programme for international managers

High-level business executives must steer their companies safely through the storms when new alliances are forged, functions are outsourced and organisations need trimming to new market demands. One thing is certain: tomorrow will not be like today.

At their graduation ceremony at Bocconi University, Milan, in November 1997, the first group of high-flying, young European business executives received their diplomas for completion of PRIME, the Programme for International Managers in Europe. The graduates were from corporations such as Mobil Oil, Audi, Hewlett Packard, Coca Cola, National Power and Tele Danmark. All of them have realised that specialist knowledge is not enough for young executives who are promoted from functional management to the general management level or stepping in as advisors to senior management.

CEMS schools behind design and organisation of PRIME

The PRIME programme has developed from a collaboration between six CEMS members - Erasmus University, HEC Management, SDA Bocconi, WU Vienna, Esade Business School and the Copenhagen Business School - who joined forces to develop the programme in response to increasing needs for continuing education and systematised exchange of experience between European business managers.

The PRIME programme consists of five one-week modules held in five European countries. The five modules are spread over a nine-month period, allowing participants to incorporate new knowledge to their companies on an ongoing basis, using it for day-to-day analysis work. The programme's geographical diversity of hosts as well as participants was chosen for the purpose of building greater intercultural understanding.



Goal attainment by action learning and benchmarking

As a starting point, PRIME strives to translate theory to practice for more visible results. The Danish programme head, Hans-Henrik Hansen from the CBS Center for Continuing Education, emphasises action learning as the principle that will secure goal attainment in practice. The participants' experience in implementing new theories in their own companies is later discussed in intercultural groups, generating a highly dynamic learning process. At the same time benchmarking is used to give participants an opportunity for systematic comparison with the best European companies in their field.

Presentation of new management tools

When the PRIME students took their course module in Copenhagen, Professor Jan Mouritsen gave lectures on financial and management accounting, with a focus on accounting data as a source of information for management decisions.

Before coming to Copenhagen, the participants had gathered information about the financial and accounting routines of their own companies. Based on this material, Professor Mouritsen presented the latest theory on knowledge-based accounts and management accounting, including the Balanced Scorecard method.

To gain insight into the practical application of the method, the participants visited Novo Nordisk, where Lars Larsen, Corporate Finance Manager, put Novo Nordisk's results from using the Balanced Scorecard method into perspective. The method is based on the recognition that a company's value creation cannot be assessed from financial figures alone. The strategic management process requires systematic collection of data about customers, business procedures and people in the organisation, as shown by the chart below.

"I saw the PRIME students as a highly committed and professional group. The international orientation combined with the action learning principle, which I am familiar with from our MBA programme, is definitely a strong point in this management training concept," adds Mouritsen.



Professor Jan Mouritsen found the composition of the PRIME group productive, because it inspired debate on how different financial and cultural structures of companies generate diverse solutions.



The Egelund training facility in North Zealand accommodates the PRIME students while they are studying at CBS.



Corporate Finance Manager Lars Larsen outlines Novo Nordisk's experience in using the Balanced Scorecard method.

Formal training vital for management responsibility

Professor Mouritsen points out that even though all students in the group had management and financial responsibility in their jobs, none of them had any training background in management or financial accounting. "They were greatly surprised to learn how important it is to know about the ways a company's information is created and how it is used."

Professor Mouritsen found the international composition of the group inspiring and instructive for everyone involved. It made the students realise how companies are using completely different approaches due to varieties in financial structure and corporate culture.

Programmes like PRIME are attracting increasing interest from internationally oriented Danish companies. The PRIME 1998 group includes five Danish executives - quite an impressive performance for a new training concept.

The participants' evaluation of PRIME reflected general appreciation of the programme.

- Personally, it helped me a lot interacting with people in a multicultural environment. Facing a management position in the US, I am sure what I have learned from PRIME will help a lot. I would definitely recommend PRIME for other managers of my company, Pierre Henri Paulet, Hewlett Packard, France

- Personally, I gained from having a 360 degree tour of general management views in an international context. Klaus Madsen, Tele Danmark

- I got a much wider appreciation of cultural issues and a lot of understanding of how management is conducted in the companies of the other PRIME participants. I was also lucky to receive some personal 'coaching' on how to tackle particular problems I had - very valuable! Nina Skorupska, National Power, UK

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CEMS - catalyst for student networks

CEMS, the Community of Management Schools, will soon be celebrating its 10th anniversary. Among the many benefits of this collaboration is the access to networks with universities, international corporations and CEMS graduates in the rest of Europe. Many students at CBS have seized this opportunity.

At the annual CEMS Graduation Ceremony in Stockholm in December 1997, another 10 graduates from CBS received the CEMS Master's degree along with 209 graduates from other universities. The CEMS Career Forum took place at the same time, offering the latest crop of graduates the chance to seek jobs with the participating corporate partners. Current students in the CEMS programme also attended the Career Forum, prospecting for the internships which are a standard part of the programme. In addition, the students could cultivate the sprouts of the networks for which they had sown the seeds during their CEMS studies. Both students and graduates see the Career Forum as a major attraction in the CEMS environment. Inger Perdesen, CBS CEMS coordinator finds that generally students at CBS are keen to use this direct access to internships with CEMS corporate partners and other companies attending the Forum. In addition, an increasing number of Danish graduates are finding jobs abroad.

Effective CEMS network - also in practice

Malene Højgaard Katz and Henrik Brusgaard were among this year's CEMS graduates from CBS. They each studied for three months at University St. Gallen, Switzerland, and feel their study period gave them useful relations with other CEMS students. Intensive studies in an international environment provide new opportunities, which are later reinforced by other CEMS activities.

"This kind of study period is a way to make contacts, and I made many. But they require active cultivation, which may be a problem because CEMS graduates travel a lot in their jobs," says Højgaard Katz.

Højgaard Katz is now working as a marketing trainee for the German corporate partner, Beiersdorf AG, Hamburg. This job is another gain from the CEMS network, though a more incidental one. For Højgaard Katz, participating in the CEMS programme had personal benefits as well as professional because she met her Dutch boyfriend at University St. Gallen. After completing her internship in Germany with the Schindler company, Højgaard Katz moved to Rotterdam to Erasmus Universiteit - and her boyfriend - to write her thesis. In Rotterdam she saw a posting for the vacancy at Beiersdorf, applied and got the job.

Many ways to plan internships

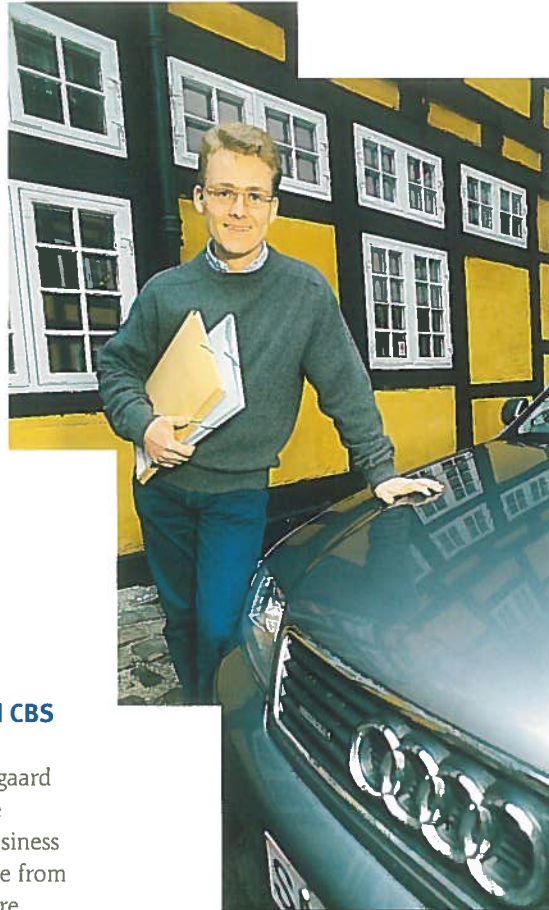
While Malene Højgaard Katz took the traditional CEMS path, Henrik Brusgaard also gained international experience through CEMS - but for a longer period than most other students.

"I had always viewed the CEMS programme as the means to get an MSc degree that was not just typical and knew the programme offered good chances for internships with the corporate partners. During my search process I came across an opening with Audi and was offered seven months at their office in Ingolstadt, Germany, working with the team that was then marketing the new Audi A3," Brusgaard says.

Henrik Brusgaard had decided in advance that he would prefer to stay about a year with a company. So, when he was approached the end of his seven months at Audi, they were ready to extend his internship for another five months. Brusgaard's affiliation with Audi, however, did not stop there. After his studies at University St. Gallen, Brusgaard travelled out to Audi's newly opened office in Singapore to write his thesis on the market potential in the Asian part of the Pacific Rim. Today, Brusgaard has moved on to a position as marketing consultant at the Danish department of Ray & Bendtson.

Even though Henrik Brusgaard is well aware that all other students cannot automatically duplicate his example, he would encourage other CEMS trainees to consider the possibility of a longer internship.

"First of all, I was able to be part of things on an equal footing with the company's permanent staff. Secondly, I could follow projects in the marketing department from beginning to end, including the more long-term ones, and thirdly, I was able to make more decisions about my own work than I might have done if I spent only three months in the company."



"I had always viewed the CEMS programme as the means to get an MSc degree that was not just typical and knew the programme offered good chances for internships with the corporate partners," says Brusgaard.

New perspective on Denmark and CBS

Studying abroad made Henrik Brusgaard and Malene Højgaard Katz view the programmes of the Copenhagen Business School and Danish corporate culture from a new perspective. Both of them were impressed with the standards of teaching at Universität St. Gallen as well as the professors' commitment. The teaching is based on the assumption of intense study activity, and the students give many presentations, hand in several papers, have many projects in small groups and generally spend most of their time at the university. It presents a different social life than at CBS. Malene Højgaard Katz noticed another significant difference: *"University St. Gallen has an excellent reputation in the business community. That became clear to me very quickly. Many senior business executives are delighted to be invited to present experience from their fields, or they are deeply involved in teaching activities in other ways. Some companies visit to present concrete problems for which the students are asked to come up with solutions."*



Henrik Brusgaard also noted varieties in Danish and German company culture. Internships are a common thing in Germany, partly because companies do not make the same sharp distinction between theory and practice as companies tend to do in Denmark. It seems as if companies view internships as an opportunity to size up students, and consider it part of their social responsibility to give future employees a chance to get insight into the real world. - *"My boss showed great interest in my progress during the internship and backed me all along."* Brusgaard added.

Among the experience gained by Malene Højgaard Katz from her studies abroad was a new perspective on the Danish education system and Danish corporate culture.

•International Networks

CEMS

ACADEMIC MEMBERS:

BUDAPEST UNIVERSITY OF
ECONOMIC SCIENCES

COPENHAGEN BUSINESS SCHOOL

ERASMUS UNIVERSITEIT,
ROTTERDAM

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

HEC- ÉCOLE DES HAUTES ETUDES
COMMERCIALES, PARIS

LONDON SCHOOL OF ECONOMICS

NORWEGIAN SCHOOL OF ECONOMICS AND BUSINESS
ADMINISTRATION, BERGEN

STOCKHOLM SCHOOL OF ECONOMICS

UNIVERSITY OF ECONOMICS, PRAGUE

UNIVISITETÀ BOCCONI, MILANO

UNIVERSITÉ CATHOLIQUE DE
LOUVAIN, LOUVAIN LA NEUVE

UNIVERSITÄT ST. GALLEN

UNIVERSITÄT ZUR KÖLN

WARSAW SCHOOL OF ECONOMICS

WIRTSCHAFTSUNIVERSITÄT WIEN



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The Community of European Management Schools currently has 15 academic partners and about 50 corporate partners. Only one school from each country can be part of CEMS.

The academic and corporate partners have collaborated to design a common curriculum and an international study programme capped by the CEMS Degree. The object of the programme is to secure highly qualified graduates with an international orientation for the European business community. The Copenhagen Business School currently has 75 CEMS students.

-an international meeting point

Conference organisers, Associate Professors Bjarne Astrup Jensen (left) and Carsten Sørensen (right) from the Department of Finance, together with keynote speaker, Professor Lens Trigeorgis from Columbia University.



Organisation committee: (from the right) Francoise Qvistgaard, Secretary; Helle Holme, Administrative Officer; Jacques Qvistgaard, Associate Professor; Heribert Picht, Senior Associate Professor; and Lita Lundquist, Professor.



Professor Finn Borum from the Department of Organization and Industrial Sociology (centre) during a break at an intensive conference on Technology and Change.

Symposium on Real Options

Organiser: Department of Finance, Associate Professor Bjarne Astrup Jensen.

Content: The keynote speaker of the symposium was Professor Lens Trigeorgis from Columbia University, New York, who presented a paper analysing strategic and game-theory aspects of investment project assessment for investors who have few but important competitors.

LSP: Identity and Interface - Research, Knowledge and Society

Organiser: The Centre for Terminology of the Faculty of Modern Languages.

Content: The 300 participants from all continents chose from among more than 100 papers in English, French and German. The themes ranged from science theory through application of computer-aided language processing tools to an array of topics touching on language for specific purposes.

Path Creation and Dependence Conference

Organiser: Associate Professor Peter Karnøe from the Department of Organization and Industrial Sociology, with Professor Raghu Garud from the Stern School of Business, New York University.

Theme: Why are national ways of developing technologies either different or the same? The objective of the conference was defining the basis for a new type of theory on change based on the time concept. The conference initiated new theory formation on the evolutionary paths created by different cultures based on their technologies, understanding of inter-relationships and forms of economic organisation, etc.



Participating in lively discussions and meeting new colleagues and important by-products of all international conferences.



The Russian art exhibition met with great interest and drew many visitors.

Law and Economics

Organiser: The Law Department.

Content: Law and Economics is a relatively new research field, attracting great interest in the USA in particular. The 40 attendants from primarily the Nordic countries listened to several papers focused on both methodology and application, presented by researchers from Germany, Great Britain and the Netherlands.

Russian Art in Transition

Organiser: Center for East European Studies.

The exhibition, which was inaugurated by the Russian ambassador to Denmark, Aleksandr Chipurin, displayed examples of new Russian painting by artists from the St. Petersburg region.

PIM - paving the way for student exchange

Reaching the Copenhagen Business School's long-term goal of having at least half of its students to study abroad as a regular part of their curriculum does not happen on its own. CBS has to continually pave the way by expanding and maintaining relations with high-profile universities and business schools abroad. In this respect, membership in the PIM network is a useful asset.

PIM opens new doors to Southeast Asia

PIM, the Program in International Management, is an international network of top-notch universities and business schools in North America and Europe, and recently joined by new members in South America and Australia.

At the 1997 annual PIM conference in Sao Paulo, Brazil, there was great interest in investigating the possibilities of linking up with universities in Southeast Asia as well as developing co-operation with more partners in Latin America. Several universities from these regions have taken part in PIM meetings as observers in recent years and are currently working with PIM members to coordinate academic programmes and administrative routines which will aid in their admission to the network.

CBS has noted an almost dramatic increase in students' interest in Asia, reports Robin Jensen, Head of the International Office. *"In 1997, for the first time, we sent 14 CBS students to Thailand, the Philippines, Singapore, Japan and Hong Kong. The establishment of an agreement with the Chinese University of Hong Kong means that we will have even more relevant places in years to come."*

"Our PIM network was instrumental to the establishment of the Hong Kong agreement. In 1997, CBS also managed to make agreements with the Asian Institute of Management in the Philippines and Thammasat in Bangkok, Thailand, two

highly recognised universities," continues Jensen.

When assessing whether partnership with CBS will be attractive for them, prospective collaboration partners always check out what universities we already have agreements with. Participation in international networks like PIM is therefore invaluable to CBS.

In recent years, CBS has invested in consolidating exchange relationships with other universities, for instance, by expanding the range of courses taught in English. New initiatives are also being considered, including more courses in other languages. This will require strengthening the incentive structure and developing tailored language courses for professors who will be giving lectures in other languages.

Japanese student writes thesis on the European Union at CBS

Rena Niimi is a 23 year old student at the Graduate School of Keio University, Tokyo. However, for one year, starting in August 1997, she is a visiting student at CBS specialising in studies on economic policy and financial markets. Rena Niimi is interested in the European Union and hopes to complete her thesis on the European Monetary Union while she is in Denmark.

"It is easier to get current literature here than in Japan, and it is also easier to find a supervisor at CBS who understands EU conditions."



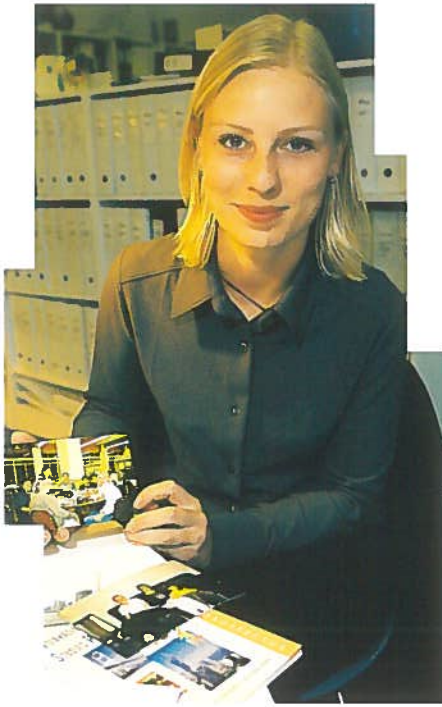
Robin Jensen, Head of the International Office, viewed here with members of her staff, finds the PIM co-operation opens new doors, for example in the Far East.

Rena Niimi was surprised at the size of classes at CBS. While more than 100 students are crammed into the lecture halls at CBS, in Japan classes consist of only 3-10 students.

Limited knowledge about Japan - a constraint on trade

Rena Niimi knew very little about the country before arriving in Denmark. Even so, she is surprised at how little Danes know about Japan, or the Far East in general. Many Danes know Toyota and Sony and nothing else. She feels that Eastern cultures and philosophy are almost unknown to people in Denmark, a serious constraint if they want to do business with the Japanese.

Rena Niimi sees Danish women as strong and independent and approves of the Danish social system that generally gives women greater opportunity to direct their own lives and careers. In Japan, fewer women make it to top positions.



While studying at the Chinese University of Hong Kong, Julie Brogren chose courses that are not offered in Denmark.

Meeting Chinese education and business culture

Julie Brogren is a 25 year old student in the graduate programme in International Business Administration and Modern Languages, specialising in intercultural management. She wanted to study at the Chinese University of Hong Kong and had to finance her stay through study grants. She had to raise DKK 80,000 for the tuition fee alone.

"It was hard work raising all that money, but it was also instructive and absolutely essential if I wanted to go," recounts Brogren.

Local culture and language courses

The selection of courses at the Hong Kong university was immense, and Brogren concentrated on courses she was certain would never be available in Denmark, such as Chinese culture, psychology and the Mandarin language. These courses gave her insight into traditional Chinese thinking (Confucianism, Taoism and legalism) and the Chinese trading culture, a special cocktail including Buddhism and business.

Brogren feels that she learnt a great deal in addition to the sheer academic content of



Rena Niimi from Keio University, Tokyo, thinks Danes show little interest in Far Eastern thought and culture, which may be a barrier to economic co-operation.

her courses, particularly about the mentality gap between Chinese and European people. In China, people are less open and more reactive, but they think in a longer time perspective and are prepared to endure great hardship if only they can make life better for their children.

Mark Holtenhoff, an American student in the graduate programme in International Marketing and Management decided to study abroad in his third semester and chose the esteemed Asian Institute of Management in Manila, the Philippines. One of his courses was a 10-week programme including business-government relations.

His stay also included three weeks of practical training in a family-owned pharmaceutical company with 200 employees, during which he gained insight into local business operation. His impression was that companies in the Philippines have not yet developed modern and effective business procedures.

CBS qualities deserve more international attention

Holtenhoff received his bachelor's degree in the USA. After five years of work in

business, however, he decided to resume his studies and gained admission to the graduate programme in International Marketing and Management.

Holtenhoff sees the Copenhagen Business School as an excellent university with even greater future potential due to its prime location in Europe. He thinks that the new Øresund region, with its large infrastructure projects, holds very promising prospects. Holtenhoff recommends boosting CBS marketing initiatives abroad and drawing much more on alumni societies and graduate associations to make the school more visible on the international stage.

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Internships

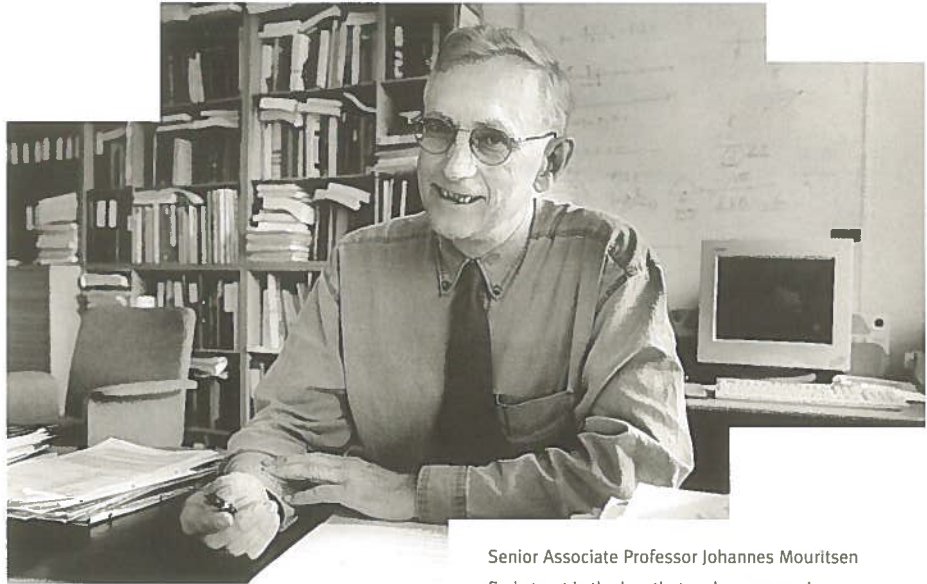
- an advantage to all involved

Several of the CBS master's programmes in business economics integrate the option of internships in companies. The experience gained so far has been extremely good. Through such internships, students learn to relate to practical day-to-day problems in a company while, at the same time, their hosts make extensive use of the students' theoretical knowledge in their problem-solving process.

Teachers' contacts open up to co-operation with business

The good contacts teachers have in the business community will ensure that papers and projects completed by CBS students can be put to practical use. If the co-operation is properly prepared, both parties will benefit, says a Senior Associate Professor Johannes Mouritsen.

Mouritsen, works at the Department of Finance and is coordinator of the MSc programme in Finance and Accounting. One of the courses offered is Financial Management of a Group - a core area in any large business organisation. Mouritsen's goal is to further the opportunities for students to acquire insight into the practical dimension of financial management of large groups. The best way to do this is through realistic project work in close co-operation with the permanent staff of the host companies. Three years ago, therefore, he took the initiative to establish close collaboration with major companies regarding student projects. The initiative has been a great success in all respects. *"Proper preparation is decisive for a successful outcome of the process. Finance is a sensitive subject in any organisation. It is a glance directly into the heart of the business disclosing how it is doing. That is why it takes a long time and requires good contacts and a lot of trust to make them open up to you,"* Mouritsen points out.



Senior Associate Professor Johannes Mouritsen finds trust is the key that makes companies open their doors to students.

A concept designed for big entities

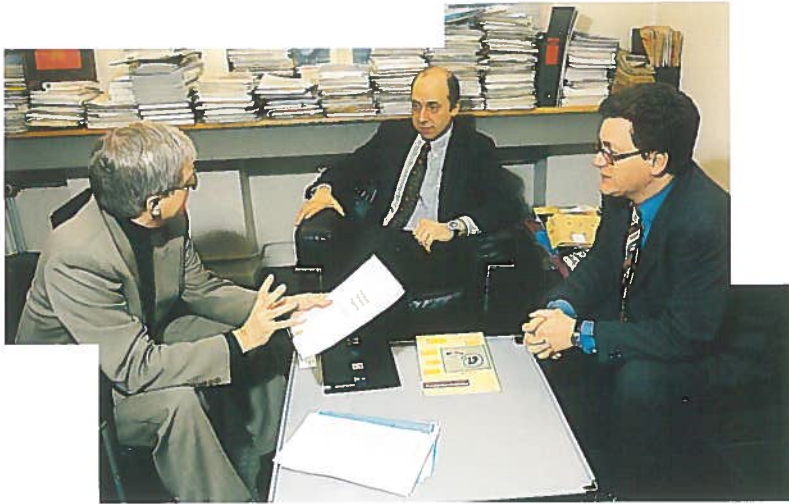
Johannes Mouritsen designed a model for a process by which small teams of students on the course solve specific project assignments in the finance area in close co-operation with a company. The host company is involved at all stages of the project, right from the selection of the project to the final presentation some months later.

"About three years ago, I managed to bring on NKT to get the ball rolling. I would never have succeeded, if I had not known their managing director, who is also a CBS external examiner. NKT endorsed the concept, which has since stood the test in other large groups," explains Mouritsen. He points out that the concept can be used exclusively by large-size entities with a group structure, because they alone possess the necessary capacity to

accommodate 30 students working in 10 groups. Many resources are required to supervise so many activities concurrently. The company needs to allocate as many as 10 people acting as external supervisors and to offer a sufficient range of relevant projects.

Thorough preparation determines the output

For a month prior to the start of the project, the class works with relevant financial and accounting analyses of the target company. In the process they get support from guest lecturers such as share analysts and professors from other CBS departments. *"Though it is a taxing job, it is a valuable process for both parties. They tend to take a critical view of each other's presentations,*



President Finn Junge-Jensen, Professor Theodore Peridis from York University, Toronto, and Programme Coordinator Jostein Algrøy discussed the results of the IPP co-operation when the Canadian group visited CBS in January 1998.

and the students are schooled to understand that theory is one thing and reality another. The process reflects quite well the individual student's motivation to grapple with the problems," says Johannes Mouritsen.

A supervisor from the company and one from CBS are assigned to all groups while they are working on the project. If required, other members of the CBS faculty may be involved as consultants. The supervisors commit themselves to holding at least two meetings with the students along the way. Halfway, the process includes an internal progress seminar. The final project is presented to the company's management, interested members of its board and the supervisors, of course. "The students display incredible dedication to the project and often spend an awful lot of time preparing a good project. Presumably, it is because they relate to specific problems from the real world, and the solutions are required to have a practical orientation. This is not science theory," concludes Mouritsen, who is currently on the look-out for a company for his next class.

Working capital management at the East Asiatic Company

In 1997, Peter Møller, MSc, presently working as a financial analyst at Xerox, took part, with two fellow-students, in a project designed to study the methods used to control the working capital of the East Asiatic Company, a conglomerate group.

"I registered for this course to test my knowledge in practice. The East Asiatic Company was very obliging and open, providing us with all the information that we needed to map out the routes along which

their working capital is channelled. This enabled us to prepare a report which was used by the company's own task force set up for this purpose. Financial Management of a Group is a good and useful course that allows students to test themselves outside the walls of CBS," says Møller.

Companies replace the lecture hall

A new internationally oriented programme enables Danish companies to draw on Danish and international students as junior consultants for strategic market analysis.

For some time, Jostein Algrøy of the Department of Intercultural Communication and Management had been annoyed that the business community could not benefit from the resources of theoretical knowledge accumulated by CBS graduate students of International Business Administration and Modern Languages. Therefore, he took the initiative to establish the IPP (International Partnership Program) as a forum for co-operation between students and Danish companies.

"Students can learn a lot from the opportunity to test their theoretical abilities through realistic project processes in companies. And companies often lack resources to conduct strategic analyses of their market potential, for example in overseas markets. The idea of establishing a partnership between them therefore suggested itself," says Algrøy.

To give the programme greater clout, he negotiated a number of collaboration agreements with universities and business schools in North America and Asia. "It

gives the students further training in culture studies, and the companies can have locals assess the potential of their products in the selected market. At the same time, the students may contribute an entirely new approach to the internationalisation process of the company," Algrøy points out.

Careful groundwork ensures useful results

It is important for students to be well prepared for their contact with the companies, and demonstrate action-oriented working methods from the outset. Therefore, external consultants are invited to give lectures along with CBS teachers. "We need to make sure that our students are sufficiently trained to act as professionally oriented consultants on the international level," says Jostein Algrøy.

For a modest fee, companies can commission a study that will uncover whether a new market has enough potential for a contemplated investment. The students work in mixed groups from different universities and business schools. In this way, the concept of cultural knowledge is taken out of its theoretical context and used in practice. At least one trip abroad is incorporated in the project.

"If they want useful results from the programme, companies must be ready to be open during the process. Time must be allocated for preparatory work and for co-operation with the students, who are in a learning process after all. Basically, to us the objective of substituting a company for the lecture hall is giving our students the opportunity for academic as well as personal development," Algrøy concludes.

Partnership with Students and Graduates



Meeting at Intellix for discussion of the strategy report prepared by the students before continuing the project. From right: Managing Director Lars Mygind, students Tobias Gerstrup and Martin Pors Jepsen and Sales Director Martin Boll.

Successful cooperation with Danish students

Professor Theodore Peridis, responsible for the IPP program at York University in Toronto, is visiting Copenhagen together with a group of his MBA students to present some of their assessments of the prospects for the Intellix software company on the North American market.

"My students are learning a great deal from handling the assignment for Intellix. We use many case studies in our programme already, but our students benefit greatly from being confronted with a company as an active partner. Companies are very specific and not too soft on the students' proposals. Thus, the students learn from this process how to argue their case," notes Peridis.

Peridis is impressed with the students' hard work and the quality of the work they play into the hands of the companies.

"Danish students are good at analysing and co-operating on the project report. My own students are skilled in conducting practical analyses and defending their proposals when presenting them to the company. Together, the students therefore carry out work that is of value to both the company and themselves."

Small companies benefit

Lars Mygind, Managing Director of Intellix, has been more than satisfied with the IPP programme: *"The students have done an excellent job making their report on our strategic situation, and of late, analysing the market potential for one of our products in North America. Being a small company we do not have the resources required to undertake this type of research. It is a genuine asset to our company that our co-operation with CBS and York University has provided a solid foundation for future decisions. I have no reservations when recommending that small and medium-sized companies participate in such a project. The investment will be returned manifold!"*

A once in a lifetime opportunity

Martin Pors Jepsen and Tobias Gerstrup Andersen are working on a project for Intellix with two students from the Schulich School of Business, York University, Toronto, Canada.

"I applied to join the project because I would like to do application-oriented work and gain experience in working for a Danish company. Another attraction was the chance to co-operate with students from another business school," explains Martin Jepsen. Tobias Andersen was also interested because it was a specific project, in which they would be working as consultants to the company. *"It appealed to me that the project is focused on practical documentation and not the theory framework, which we usually relate to in class".*

Participating academic partners: Copenhagen Business School; National University of Singapore; Schulich School of Business (York University), Toronto; Hong Kong University of Science & Technology; Keio University, Tokyo; Wits Business School (University of Witwatersrand), Johannesburg.

Participating companies 1997/98: Intellix, Oticon, Dansac, Cicci, Navision Software

Participating consulting firms: Andersen Consulting, PLS Consult, Fangel Projektledelse, Cohn & Wolf.



Personnel Manager Lars Buss Skytt from Nykredit, seen on the left with Associate Professor Conrad Ottosen and PhD student Per Lindved Madsen, appreciates the challenge of hosting trainees from the MSc programme in Human Resource Management.

The strategic analysis stage is now over and, together with their Canadian teammates, the two Danish students are evaluating the market potential of a new software product developed by Intellix for the North American market. In February 1998, a meeting was held in Copenhagen with the management of Intellix and the project supervisors to plan the next phase, which will be finalised in the course of May.

"The co-operation is highly inspiring, and the synergy effect we have with the company and our team mates from York is great. The atmosphere is positive, and they listen to us. I am looking forward to the next stage of the work. The international dimension generates new and unknown perspectives on the process, also because we are constantly faced with questions from our partners about our suggestions and ideas," says Jepsen. He emphasises the joint structure of the project, with the entire group being responsible for the final report: *"It is exciting working with the Canadians. Though we speak a common language - management - our approach to problems and response to solutions are different. It really makes us think twice."*

"It is always a challenge having fixed deadlines as in real life. In addition, we need to address the more policy oriented aspects, ensuring that diverse attitudes and views are consolidated into a coherent solution that the company will be able to use. You learn from taking part in a project like this," adds Andersen.

Getting more than you give

Having internship students is a draw on the resources of the company. But the human resource managers who have internship students from the MSc program in Human Resource Management generally agree that it is worth it. You get more than you give. The students are a breath of fresh air. They are highly motivated and have a good theoretical base to handle the tasks they are given.

Since the revised MSc programme was introduced in 1992, the Human Resource Management line has offered internships during the second semester. Today, internships are almost taken for granted among students, faculty and companies, according to Associate Professor Henrik Holt Larsen, from the Department of Organization and Industrial Sociology, who is line coordinator, and Associate Professor Conrad Ottosen from the Department of Management, Politics and Philosophy, who is responsible for the internships.

"We are able to draw on a more or less regular pool of 40 - 45 hosts, continuously supplemented with new companies and those the students themselves find. They suffice for the 50 - 60 students we have each year," says Ottosen. Larsen adds, *"knowledge of the internship option has propagated in the Danish HRM environment. We also get many internship companies through our contacts in the business community. We meet them through research activities and as teachers on business courses, etc. We do not*

put pressure on them. They are required to have time, room and job tasks for internship students. If not, no one will benefit."

Responsibility is more instructive

The opportunity to grapple with day-to-day life in a personnel department was one of the reasons that MSc student Annika Hansen and PhD student Per Lindved Madsen chose the HRM line. *"We realised that students of other MSc programmes were almost jealous that we could get internships. Most students think internships should be included in all study programmes,"* say both of them.

"We have almost nothing but positive experience from our internships. Students as well as companies get hooked on learning by doing, even if it makes demands on both parties. But everybody benefits! Frequently companies hire the students after they have graduated, and as a minimum they get fresh input for solving their human resource problems," Henrik Holt Larsen points out.

The two students were happy with their internships. Per Lindved, who was involved in designing post-experience courses for cultural administrators for the Danish School of Public Administration, was employed afterwards to complete the project.

"We are often asked to do evaluation work, design concepts for training programmes or make staff manuals. But I have heard of students who were plunged into managerial

duties because the boss fell ill, and were required to hire office trainees or draft memos for major decisions at very short notice. Before the internship, the majority of students would not dare tackle problems like that, but after just two weeks most of them have gained enough confidence to do it." says Lindved.

"Realities in a personnel function are extremely complex, allowing us to take part in all sorts of responsibilities," adds Annika Hansen. Her internship was with Dansk Handel & Service, a retail association where she assessed personality tests to be used in their members' personnel management.

"The environments are dynamic, and the students must quickly get used to 'being personnel managers for a day'. Students create opportunities for themselves by inspiring confidence and proving a capacity to take responsibility," says Henrik Holt Larsen. He adds that the dialogue is both ways, and also companies can learn from the students. They have studied the latest theory and can frequently propose alternative solutions.

All internships must result in a report that is assessed by external evaluators. It must include theoretical reflection on a chosen problem experienced by the student during the internship as well as a process description.

"It turns out that, while developing the students' professional identity, internships also make them reflect more closely on the theory on which their work is based. This awareness becomes part and parcel of their reports, which can therefore frequently be used directly by the companies," says Conrad Ottosen.

New cooperation initiatives from the HRM programme

Henrik Holt Larsen and the advisory group attached to the HRM line, comprising personnel directors from 10 large companies, are applying the finishing touch to new initiatives due to start in September 1998. Their principal goal is strengthening the dialogue between students and practitioners in the business community. *"In concert with our advisory group, we have therefore developed several new platforms for collaboration, in particular student tutorials. Each group will have its own mentor from the corporate world, and at three or four meetings during the semester students may exchange experience and discuss human resource management themes with their mentors. A joint conference just before Christmas, attended by all students and companies involved, will mark the end of the process. Here, all interesting problems discussed along the way will be presented to the general forum,"* says Larsen.

Company comments

"Every year, we look forward to receiving students for internships. They offer us new input from a more theoretical angle than our day-to-day work would normally allow and help us view our activities from a different perspective."

Jan Reckeweg, Brüel & Kjær

"Our motive is primarily to provide the student with more insight and understanding of practical work in a busy and dynamic personnel department. Secondly, we think it is instructive, inspiring and great fun meeting a student who takes a completely different view of problems than we are used to,"

Lars Buus Skytt, Nykredit

"We want to stay in contact with the students we are recruiting ... Our expectations are that internship students are able to handle their tasks autonomously. The students who have been with us this year have performed well. What is more, they have co-operated excellently on their project. They have posed relevant questions to the way we do things, giving us something to think about.."

Tina Loch, Carlsberg

"My motivation for accepting an internship student was especially curiosity about the theories studied at CBS, and how they can be translated into practice. In addition, I wanted a sparring partner for discussion of the daily problems in my personnel and training department. These expectations have been fully met!"

Marianne Baltzer, Lyngby-Taarbæk Local Authority

"All our expectations of the internship student were met - and much more. She displayed great professionalism in solving her assignment, and a new training programme for our office staff will be based on her work. We have taken her on as a student assistant because we want her to complete and launch the project.."

Dorte Aurig, Ministry of Social Affairs.

Working in a student organisation - a learning process



Berit Svendsen, can only encourage other students to get involved in student organisations.

Berit Svendsen, a 25-year-old graduate student in the Human Resource Management programme, was co-organiser of the Social Responsibility Forum, held by AIESEC, the international students' organisation, on October 13 - 18, 1997 in Copenhagen. Svendsen is not alone in this activity. During their time at CBS, many students are active in student organisations and take part in conferences such as this.

For Svendsen, and many others, the reward for participation is not only the chance to develop an invaluable network, but it is a learning process as well. The students have to struggle with project planning and management, learn to organise activities from scratch, and conduct negotiations with companies and public authorities. In return, they gain contacts in their areas of particular interest by meeting people from the business community, non-governmental organisations and government departments.

Berit Svendsen opted for AIESEC because she believes in the importance of the organisation's work and appreciates its international platform. When the student team decided to organise the Social Responsibility Forum as a counterpart to the Social Ministry's conference on New Partnerships for Social Cohesion, Svendsen also hoped that she could couple this experience directly to her studies. It was an obvious opportunity to find out more about factors that help create employee satisfaction.

"Working with this conference has been highly beneficial for me. I learned a lot about organising activities and managing practical projects, which is a requirement for many jobs. In addition, I got valuable contacts in the business community. AIESEC has a large contact network in business, and many companies sponsor conferences and support our trainee programme. I also learned more

about cultural understanding, social responsibility, organisation and entrepreneurship, subjects that are not directly integrated in my programme. But I participated first and foremost because I think it is incredibly motivating to do things that other people appreciate and can use in their studies or on the job," notes Svendsen.

Network building through process-oriented concept

Participants in the conference were divided into small groups after they had presented their core ideas and interests. The top priority for the groups was active project development and dialogue, unlike more conventional conferences that are based on long speeches and panel debates.

"We organised the conference by what is called the process-oriented conference concept or "Open Space". It was very important for the conference to be practical. We wanted the students who came from abroad to return

home with a structured network of partners who could help them realise their projects. For example, I am currently working with students abroad to create a network of students and teachers from institutions of higher education, newly appointed as well as seasoned business executives. The network will discuss how to make a company socially responsible through dialogue on equal terms. Working together, young people and established executives can acquire new insights than can be useful in practice," explains Svendsen.

Young people have something to contribute

Social responsibility and ethics are topics that are no longer restricted to public debate, but are addressed increasingly by Danish and international companies. When planning future production, organisation and marketing companies need to incorporate this dimension to preserve consumer confidence. Therefore, the topic and content of the AIESEC forum, as well as the process itself, were highly relevant for CBS students. *"The team behind the AIESEC initiative wanted to show companies that students today can think for themselves and take the initiative to put items on the corporate agenda. Progressive companies and society in general can benefit from dialogue with us,"* concludes Svendsen.

Visit AIESEC on the Internet:
www.aiesec.dk

Social Responsibility Forum 1997
When the Danish Ministry of Social Affairs conference 'New Partnerships for Social Cohesion' was arranged, AIESEC did not hesitate. They wanted to supplement the traditional conference with an action-oriented forum for students from all over the world. With support from companies like Oticon and Novo Nordisk as well as the Ministry of Social Affairs, AIESEC planned an event that would translate the Ministry's goal of partnership for social responsibility into practice - launching projects and drafting a blueprint for an MBA degree in socially responsible business management.

Interpretation

- a competence area in the international super league

A major area of focus for the Faculty of Modern Languages is interpretation. After a short lull, the area is now on a development track which bodes well for the Faculty's future international standing. New programmes are being introduced, courses are being developed for other countries, and European collaboration for an international conference interpretation programme is in progress.

No compromise on quality

The CBS conference interpretation programme has attracted international interest due to its high quality standards. These standards are secured by a combination of an individualised admission procedure and training courses that are primarily designed to produce conference interpreters with very broad background knowledge, using interpreting tools adapted to the requirements of the most significant user group, the EU institutions.

Thus, the programme has retained its triple stars, the maximum score, in the latest assessment of European conference interpretation programmes carried out by AIIC, the international association of conference interpreters. However, the conference interpretation programme was not offered from 1993 – 97.

"We do not compromise on the applicants' entry qualifications. It is a necessary requirement for their successful completion of the programme. We quite simply did not get enough qualified applicants to run courses in that period. The Danish market is too limited to sustain a class every year," says Associate Professor Hanne Aarup of the Department of French, Italian and Russian, Director of the programme.

The entry requirements are tough indeed. Applicants must not only have command of their mother tongue and two more languages. They must also be good narrators, possess both broad and deep general knowledge, have inter-personal skills and be familiar with social style that enables them to slip easily into any setting.

Therefore, only 24 of 90 applicants made it onto the class list for the autumn of 1997.

The prospect of working for EU institutions is particularly attractive, says Michael Jensen, MA in French. Jensen hopes to find a job in the EU interpreting service.

"It is an excellent programme, although six months is not really time enough for it all. One year would be more appropriate. It would provide more practical experience and more time to pick up the necessary technical skills. It would also eliminate any doubts the students may have as to whether they can stand up to the requirements. By taking the programme, students get much wiser about themselves, learning to stand out, present new subjects and, in general, handle challenge. The atmosphere in the class is positive, and everyone backs one another and offers fair and constructive criticism."

The professional content is relevant as well. Interpreters must possess an exceptional amount of knowledge, in particular about topical issues such as environmental protection, human rights, liberalisation of world trade, development co-operation, etc. In addition, they need IT skills in order to draw effectively on the many EU terminology databases when preparing for interpreting jobs.

Plans for a master's degree in conference interpretation

The European Commission and the European Parliament recruit largely all the conference interpreters who complete the programme. In 1997, the Commission recommended that the leading schools

that train conference interpreters establish a 12-month master's programme based on a common core curriculum. This initiative has progressed so quickly that seven institutions, including CBS, expect to offer the programme in the autumn of 1998.

Hanne Aarup, who is part of the working group with representatives of the other schools and the two EU user institutions, estimates that the new degree programme will help raise the general level of qualification. She is delighted that in several areas, for example the admission system, the programme is similar to the CBS approach.

"We can learn from one another, and it is a good idea to give both teachers and students the opportunity of brief, intensive study visits to other schools. I am particularly glad that the teachers will serve as external examiners at partner schools. This will no doubt consolidate quality. We have also gained favourable experience using seasoned conference interpreters as external examiners. They represent the user level and know what is required in practice," says Aarup.

The alignment process is in full swing. At a seminar in May 1998 in Copenhagen, Aarup expects the last obstacles to be cleared so that the programme will run from the autumn of 1998.

New programme designed to provide better community interpreters

With the introduction of the training programme for registered community interpreters, the Copenhagen Business



Associate Professor Hanne Aarup, Director of the Centre for Conference Interpretation, commends the new master's programme in interpretation, which is very much like the current CBS programme.



Patrick Twidle from the Interpreting Service of the European Commission visited CBS, telling students about requirements and employment opportunities.



Nina Hamerik, Director of the Community Interpreting Programme recommends upgrading the programme and encourages research on interpretation.

School has established an upgrading opportunity for people who are already serving as interpreters or interested in doing so.

The need for interpreting assistance has increased significantly in recent years, primarily because first-generation immigrants are now reaching the age when they need more contact with doctors, social security centres, health authorities, etc.

"Many of the older immigrants are illiterate and have very poor command of Danish. Their children have frequently not acquired sufficient skills in their mother tongue, and therefore cannot provide adequate interpretation, for example to someone who is ill. They are simply not familiar with the terminology in their own mother tongue. This is why we must have more trained interpreters," says Cevdet Celkan, Turkish interpreter at the Danish Immigration Service.

The interest in the new two-year part-time programme for registered community interpreters has proved that this is a large and nearly unnoticed market. The current enrolment comprises 55 students representing several languages such as Turkish, Urdu, Arabic, Somali, Polish and Serbo-Croatian. In addition, the students are required to have full command of Danish.

Nina Hamerik, Programme Director, recruits teachers from her own network drawn from, for example, universities that offer courses in the relevant languages. All teachers are experienced interpreters.

Great demand for qualified interpreters

Bodies like the Employment Service, the Danish Refugees Council, the Red Cross

and local authorities report a lack of skilled interpreters everywhere. Therefore, Hamerik is also touring the country giving brief courses to alleviate the most urgent problems. Feedback from the local authorities on these courses has been positive.

The Immigration Service has an interpreting hotline for acute needs as well as an assignment service from which public authorities can engage interpreters. Due to the lack of trained interpreters in several immigrant languages all problems cannot be solved, however.

"It must be the responsibility of our authorities to make several, permanent interpretation programmes available to ensure that users can get the interpreting assistance that they are entitled according to the rules," says Cevdet Celkan. However, he is well aware that it may be a problem recruiting enough qualified applicants for the programmes because second-generation immigrants frequently do not have the required level in their mother tongue.

Celkan is pleased that the programme for registered community interpreters is up and running, but he also calls for more specialised, advanced courses for this group, for example in medicine, law, social regulation, etc.

Nina Hamerik recommends establishing a bachelor programme in interpreting, for example in English/Polish and English/Turkish, with an extra semester dedicated to interpreting. *"At the same time we should foster a research environment in interpreting. This is urgently required,"* she concludes.

Estonian interpreters taking course in Copenhagen

In August 1997, a group of nine Estonian teachers and interpreters from the University of Tartu visited the Centre for Conference Interpretation for an introduction to the CBS approach to training conference interpreters. The visit was funded by the FEU programme funds of the Danish Ministry of Foreign Affairs, allocated to support the preparations of the Baltic states for entry into the European Union.

Associate Professor Inge Baaring from the Department of German, who is also affiliated with the Conference Interpretation Centre, hosted the course. She is very optimistic about the outcome of the visit. *"The intention was to demonstrate how we carry through the short-term but compact training concept that we have tested the past 20 years with our own conference interpretation programme. Our collaboration will be running until next summer. Along with their 1997 course, our Estonian colleagues will be invited two at a time to visit the conference interpretation class currently taking the programme at CBS."*

In addition to the course activities, the project includes a financial assistance package which provides the funds required to purchase modern, professional interpreting equipment for the University of Tartu.

Currently, work is in progress to establish a similar programme for Lithuania.

Platform for information technology and educational development

The use of information technology in education and research is taking hold at CBS. In the building at Grundtvigsvej, three business economics units have joined forces on educational development using multimedia and the Internet. Each has its own distinct approach, and the main reason for putting them under the same roof is to create synergy and build excellence - in keeping with the times and Danish educational tradition.

The three centres, the Teaching and Learning Advisory Unit, the Market Information Centre of the Department of Marketing and the Multimedia Centre of the Programme in Business Administration and Computer Science moved into their new headquarters at Grundtvigsvej, Frederiksberg, in 1997. They will continue to have their own principal areas, but hope that the new facilities will create interdisciplinary synergy. While the Teaching and Learning Unit and the Market Information Centre share facilities on the second floor, the Multimedia Centre uses the ground floor for the IT equipment which is an El Dorado for students in the programme in Business Administration and Computer Science. In addition, the building includes classrooms for the graduate programme in Business Administration and Computer Science, and the teaching courses organised by the Teaching and Learning Advisory Unit.

The building provides a stimulating setting for collaboration between the Market Information Centre and the Teaching and Learning Unit focused on educational development, as well as housing all of the state-of-the-art hardware that CBS can muster: Video conferencing equipment, cableless PCs linked by small radio transmitters and receivers in a RadioLAN and the Silicon Graphics Machine used by the Multimedia Centre. It is also the framework for the software and knowledge resources of the three centres combined. "The reason for concentrating the three centres in one building is to tie them in a creative environment, in which the key

concepts are knowledge and educational development," says Gert Bechlund, Dean of the Economics Faculty. "The Grundtvigsvej building will be a development laboratory integrating IT, multimedia and educational theory and practice. The Diploma in Business Economics (HD) programme in Marketing will be the CBS test case for educational development designed to benefit other programmes in the long term."

From teaching to learning

As we approach the millennium, educational theory and practice at CBS will shift from traditional types of teaching to an approach based primarily on learning less conventional instruction and more supervision of the particular student. Lectures will not be banned, but will be restricted to introducing new courses that provide overview and inspiration. The teacher's role will centre on guiding students in how to acquire and use knowledge and relate to it critically.

This new shape and definition of the pedagogical profile of the Copenhagen Business School is consistent with the opportunities and requirements related to IT-based education. Therefore, information technology is a high-priority area for the Teaching and Learning Unit, currently engaged in making multimedia CD-ROMs for courses and checking out the potential for greater use of the Internet for study purposes. However, this is not the ultimate answer.

"We want to promote the use of IT in the teaching and learning environment, ensuring that it is used by teachers as well as students. IT-based methods and tools must be developed and strengthened at CBS, and used in all areas in which they can make the learning process more efficient. The use of IT is not a goal in itself, however", says Ib Andersen, head of the Teaching and Learning Advisory Unit.

The benefit of IT-based education is the high degree of flexibility it provides for the students. When we make programme material available on the Internet, our students can plan their own studies far more, receiving instruction whenever it suits them. For the same reason, the current initiatives for Internet-based teaching are aimed primarily at Open University students.

Market Information Centre

"Our students are busy people with jobs in addition to their studies, and several of them travel a lot in their jobs. Only the Internet can eliminate the constraints of time and place. We want to exploit this feature by providing the virtual classroom to students of the HD diploma programme in Marketing," says Søren Heede, head of the Department of Marketing. "In future, a student may work in Hong Kong but use the databases of the Market Information Centre here in Denmark and communicate with his supervisors by means of video conferencing", he adds.



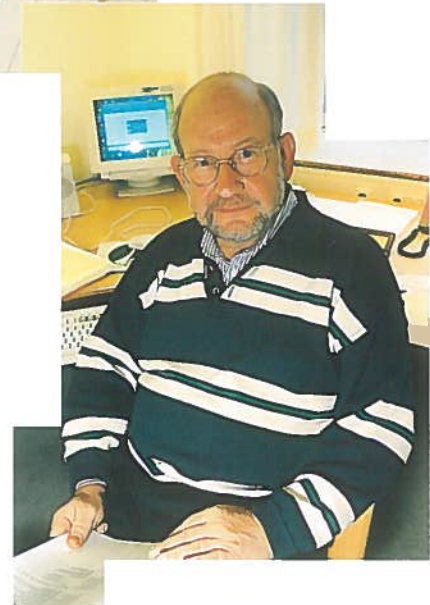
The new Multimedia Centre is the El Dorado of all CBS computer freaks.

Today, students have to appear in person at the department in order to use the Market Information Centre, which includes an array of Danish and international databases: Gallup, credit rating agencies, OECD and many more. However, further collaboration with the Teaching and Learning Unit is still required to develop a new educational approach as well as multimedia teaching software. This strategy will give the HD Marketing programme a leading edge among users of IT-based teaching at CBS and in the international environment.

This is why Søren Heede, head of the Department of Marketing, and Michael Petterson, Coordinator of the HD programme in Marketing, sees great prospects in sharing facilities with the Teaching and Learning Advisory Unit. "In future, students will receive supervision far more than conventional teaching. Supervisors will no longer need to help students retrieve factual knowledge - this can be extracted from the databases - and frequently the students will gain more

knowledge in a narrow field than their supervisors could provide. However, the supervisors can contribute methodology about problem identification and processing for their students' projects and papers. This is where the Teaching and Learning Unit may contribute the expertise required to implement the new approach as well as their high-level competencies in handling multimedia", says Michael Petterson.

The Teaching and Learning Advisory Unit also expects great benefits from the integration. "The Market Information Centre is an experimental entity, from which we can take inspiration. It will allow us to showcase and demonstrate what we mean in a convincing style, while at the same time generate new competencies at the Teaching and Learning Advisory Unit", concludes Ib Andersen.



Associate Professor Ib Andersen, Head of the Teaching and Learning Advisory Unit, expects the co-location of the three entities to give an IT boost to CBS teaching.

Further information:

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•The Frederiksberg Campus

New CBS building taking ground

The construction of the new Business School on the site next to Frederiksberg Station is proceeding as planned. The foundations and underground levels have been completed, and the walls for three of the six storeys are in place. The roof is expected to be in place by the beginning of 1999.

With approximately 40% of the construction period behind us, about DKK 75 million of the DKK 300 million allocated for construction expenses has been spent.

In the late summer of 1998, the facade will be added and towards the end of the autumn all the interior work is due to begin. The site currently employs 75 workers in addition to the necessary management staff. When the interior work begins, approximately 100 more workers will be required.

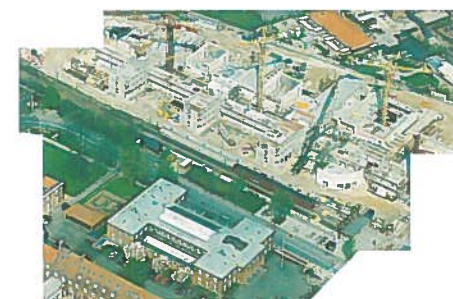
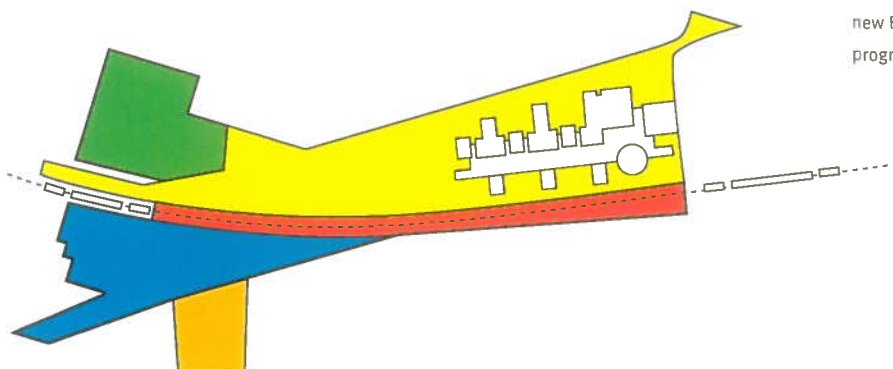
As the skeleton is being erected, the railway area next to the construction site is also bustling with activity. The existing station will close in May 1998 when the metro company starts excavations for the new underground metro line planned to start running from the summer of the year 2000. When the new Business School has been completed, CBS staff and students will be able to take the metro to three stations, Lindevang, Solbjerg and Frederiksberg.

An integrated campus for CBS

The yellow area on the drawing below indicates the location of the new CBS buildings. The first stage, covering approximately 26,000 m², is shown by the grey building on the map. It is expected to be ready for use in the autumn of 1999. A second stage, covering approximately 13,000 m², currently under planning, will be placed in extension of the stage-one building, facing the site indicated in green on the map. CBS has been able to take over this part of the site from the Frederiksberg City Authority. In addition, CBS has an option on the blue area. Since the new metro will be running underground, we hope to include the red area as part of an integrated campus which will also comprise the current CBS building at Howitzvej 60, indicated in orange. The distance from the western border of the new compound to the existing CBS building at Dalgas Have is just 300 metres. When the new construction project has been completed, CBS will feel much more like a university campus.



The construction of the new Business School is progressing quickly.



Fundraising success

The activities launched by CBS to raise funds from companies and private bodies to reinforce its profile as a leading international research and education centre are off to a good start.

In the autumn of 1996, CBS launched its first fundraising project designed to ensure that Denmark will have a business school which can measure up to the best worldwide. It was linked to the construction of new buildings at Frederiksberg, the largest construction project in the history of the school, which will bring all CBS activities together in one place. The objective defined for the fundraising project was to provide the financial resources required to place CBS in the top international league. The funds will go to investment in research and education, for example international research centres, research chairs and visiting professors, accommodation for international researchers, an international executive education centre and further improvement of programmes and study environments.

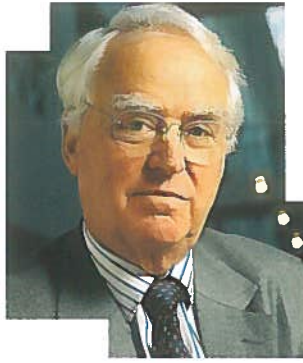
Positive response

In 1997, a major campaign was launched to make the fundraising project more visible to the business sector. The manager of the project, Anne-Marie Wivel, visited many companies to attract their attention to the campaign and make them interested in active support of the initiatives taken by CBS to consolidate its international standing. The campaign, which was quite successful, produced the following sponsors:

Andersen Consulting A/S
Den Danske Bank
FSR, the Association of State-Authorised Public Accountants
FUHU, the Society for the Advancement of Business Education
KPMG
Kraks Fond
Otto Mønstedts Fond
Tuborgfondet
Veluxfonden.

Fundraising Committee

The Fundraising Committee was appointed in 1997 with Attorney Steen Langebæk, KBE, as its chairman. Langebæk describes



Steen Langebæk, Chairman.



Anne-Marie Wivel, head of the fund raising project.



Development Consultant
Regitze Oppenheim.

the reason for his own commitment as follows: *"In the international society in which we live, and in view of the continuous integration at the European level, it is crucial to offer young people in Denmark the very best opportunities of education, including the area of business studies. This is a challenge which the Danish business sector must meet to make sure that future generations can fill their natural place in society based on a high level of qualification."*

The committee has the following members:

Steen Langebæk, KBE, Chairman
Lars Bruhn, Managing Director, Bruhn A/S
Henning Dyremose, Managing Director, Tele Denmark
Jan O. Frøshaug, Managing Director, Egmont International Holding A/S
Mogens Granborg, Executive Vice President, Danisco A/S
Niels Kjeldsen, Managing Director, Ejner C. Kjeldsen A/S (representing FUHU)
Tom Kähler, Managing Director, Rockwool International A/S
Jan Leschly, Chief Executive Officer, SmithKline Beecham Ltd.
Jørgen Lindegaard, Managing Director, GN Store Nord A/S
Svend Aage Nielsen, Managing Director, Micro Matic Holding A/S
Knud Overø, Director, Walther Paulsen, Executive Vice President, Carlsberg A/S
Erik B. Rasmussen, Chairman, GN Store Nord A/S
Mogens Munk Rasmussen, Managing Director, Nykredit A/S
Ole Trolle, Executive Director, FLS Industries A/S
Inge Gorm Hansen, Associate Professor, CBS
Niels Chr. Nielsen, Professor, CBS
Finn Junge-Jensen, President, CBS.

Fundraising committee in Great Britain

In parallel with the activities in Denmark, Regitze Oppenheim is conducting fundraising work in Great Britain. Here too, a committee of Danish executives has been appointed to help establish links to prospective sponsors and advisors in relation to initiatives in Great Britain.

The committee has the following members:

Steen Langebæk, KBE, Chairman
Juha Christensen, Vice President, Licensing, Psion
Povl Ahm, MSc (engineering), former Partner and Chairman, Ove Arup
Oscar M Lewisohn, Director, International Equity Division, Mercury Asset Management
Christian Dyvig, Vice President, Morgan Stanley
Jens Tholstrup, Executive Director, SBC Warburg Dillon Read
Thomas Thune Andersen, Managing Director, Maersk Company Ltd.
Kurt Tofte Jensen, Investment Banker
Per Troen, Attorney and Partner, Abbott King & Troen.

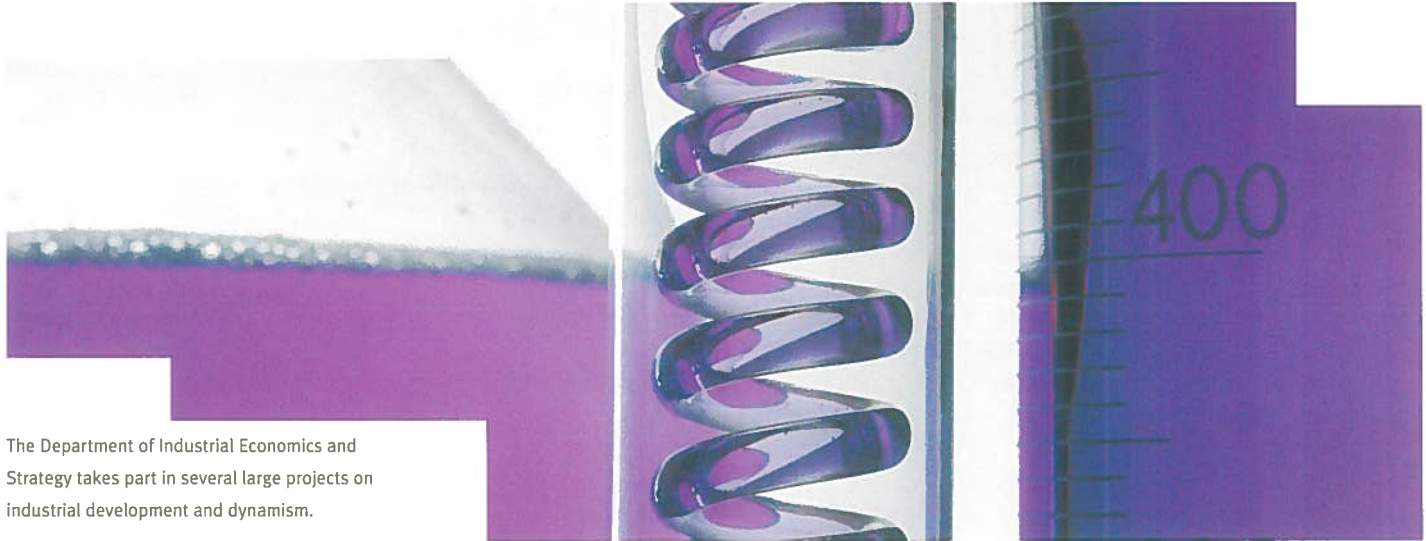
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Department of the year - Industrial Economics and Strategy



The Department of Industrial Economics and Strategy takes part in several large projects on industrial development and dynamism.

*"Don't only ask what the Department can do for you!
Ask also what your research can do for your Department!"*

President John F. Kennedy's moral admonition to the American people has in no way lost its force. In paraphrase, it has become the driving value principle behind CBS' nomination of the Department of Industrial Economics and Strategy for Department of the Year, 1997.

"It is immensely important for me to ensure social cohesion at the Department," says Professor Jens Frøslev Christensen, head of the department. "My goal has been to maintain the department as a reasonably informal social organism that is able to mobilise staying power by focusing on a few core research areas. This allows optimisation of the interaction between colleagues and staff."

The core strengths of the Department's research are centred on modern theories of the firm and their application to corporate strategy issues as well as innovative economics and technology management.

Jens Frøslev Christensen does not believe much in letting a few star researchers handle the research tasks of a modern department in splendid isolation. Therefore, he is dedicated to "educating" his research staff, making them feel obliged to provide input to one another's research. For example they are under a moral duty to attend the Department's seminars held every second week in the season. *"This is imperative, for this is where researchers can support one another and share new ideas. Because we concentrate on just a few interrelated areas, we are developing an integrated spirit, generating an incredible thrust. If possible, we all go to the same international conference once a year,"* says Frøslev.

"In addition to creating a closely-knit research environment, the concentration on a few core areas provides great focus. We may be a bit conservative, because we see no reason to jump the bandwagons that come and go, even though some might be interesting. Therefore, our research is only carried out in a narrow band of related areas."

Professional concentration and a close-knit environment are no guarantee of success, however. It takes more than that: Commitment to high quality! *"For several years we have aimed directly at international*

publication. Not because we cannot publish in Denmark, we do that as well. But we have a powerful instrument that can be used as a lever in the research learning process. When our research output is sent to international journals it is assessed to stringent standards by world-class research leaders," says Frøslev, adding that international publication reinforces the Department's reputation and helps attract international capacities, such as Professor Richard Stankiewicz. *"It also puts us in contact with international research environments engaged in similar projects. Then, the ring is closed to our own research, and it gives quality benefits - meaning a positive spiral, which no one can dispense with in the current international research climate."*

During the past few years, the Department has prioritised research. *"Consulting jobs should not substitute or replace research,"* says Frøslev. *"They should primarily be accepted when they can be based on strong research competence, and if they can be used to communicate research output or provide access to empirical material."* He finds it obvious that researchers need to build fundamental knowledge in basic areas before moving into the field to issue recommendations. Participation in major research programmes is an important stepping



The technology management of large companies is frequently having difficulties generating synergy across the company.

stone to research strength. The financial resources from such programmes are a lever for research quantity as well as quality.

"We are not wasting time on bureaucratic subtleties, and therefore, the particular researcher can concentrate fully on his research. If he or she needs release from other duties or support to conduct empirical studies, well, then we will usually have the resources for it," says Frøslev.

Network collaboration on large projects

The Department of Industrial Economics and Strategy is part of several major research fora, including CISTEMA, the Center for Inter-disciplinary Studies in Technology Management, and DRUID, the Danish Research Unit for Industrial Dynamics.

The Center for Inter-disciplinary Studies in Technology Management is headed by Professor Kristian Kreiner of the Department of Organization and Industrial Sociology, in association with the Department of Informatics and Management Accounting. Under the CISTEMA umbrella, researchers from the Department of Industrial Economics and

Strategy are currently engaged in the following projects: Technology Strategy and Coherence in Multi-product Companies, Research and Industrial Technology Development and Technology and Industry Development in the hearing device industry.

DRUID, a research programme involving 35 researchers from Aalborg University, the South Jutland Business School and the Copenhagen Business School, is headed by Professor Bengt-Åke Lundvall, Aalborg University, while the Department of Industrial Economics and Strategy at CBS serves as its host institution. The programme, funded by the Ministry of Industry and the National Social Science Research Council, has already advanced into its second year. Its principal objective is to study factors that contribute to the industrial dynamism that makes companies, sectors and industrial environments develop over time, enabling them to compete on international markets. Several of the department's researchers are conducting research under the DRUID programme, contributing to the semi-annual DRUID conferences. DRUID was described in the CBS 1995 Annual Report.



Professor Jens Frøslev Christensen is conducting research into the ways companies handle R&D activities.

Professor of Technology Management

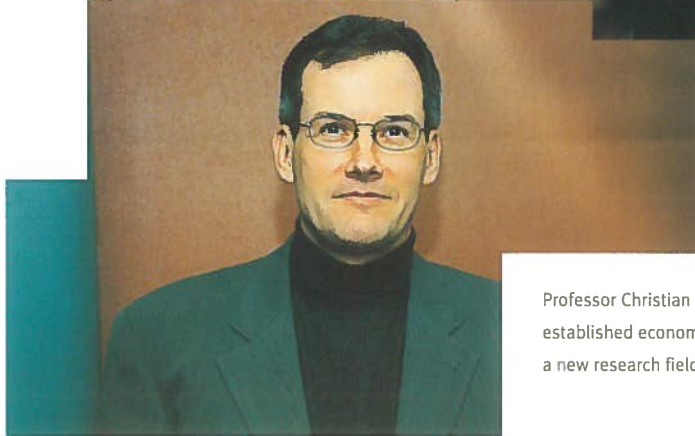
Jens Frøslev Christensen was appointed professor of management of technology at the department in February 1998. He is devoting the greater part of his research time to studies of interrelationships in multi-product companies aimed to assess how large manufacturers manage and coordinate their R&D activities across divisions and national frontiers. Christiansen points out, *"A core issue in management of technology in a large multi-product company is the huge difficulties in creating synergy across the organisation. A company like Grundfos, the pump manufacturer, has recently centralised its research and development activities at the headquarters in Bjerringbro to ensure co-ordinated impact of the technological innovation process. Another manufacturer, Danfoss, is reducing its centralised R&D initiatives, delegating greater responsibility to divisions and adapting the technological development work to the company's markets."*

When asked whether the general trend is moving towards locating R&D centres close to the large markets such as the USA, Japan and Europe, Frøslev says: *"Yes, to some extent, but the trend is ambiguous. Everything depends on ability to ensure*

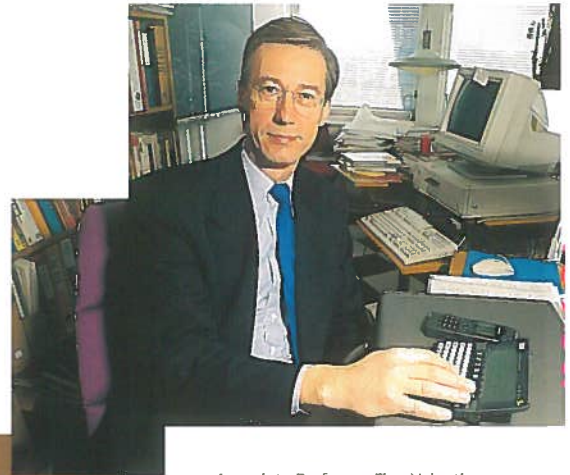
• Departmental and Personal Profiles



Nicolai Juul Foss is the youngest full professor in the history of CBS. The organisation of knowledge by companies is one of his core research areas.



Professor Christian Knudsen has established economic theory of the firm as a new research field at his department.



Associate Professor Finn Valentin is currently conducting specific studies into how companies select and prioritise fundamental research areas.

co-ordination across the organisation, a hard task and a dilemma in technology management. On the one hand, manufacturers want to stay close to their markets with specific applications, while, on the other they need critical mass in their more basic research and development. Typically, most Danish companies are too small to have several decentralised R&D entities."

Statoil Award winner and new professor in economic theories of the firm

Nicolai Juul Foss is focusing the greater part of his research commitment on trying to create greater cohesion between two of the fundamental issues in theories of the firm: Why do companies exist and why are they different?

"The second part of the question - why companies are different - is important for understanding the first question. I believe that what binds these issues together is the organisation of knowledge. Economic knowledge is increasingly viewed as a company-specific phenomenon, where it was previously viewed as individualised and made visible in for instance the agent concept," says Nicolai Juul Foss. As an economist, he has been inspired to a great

extent by the more soft areas of business economics such as strategy and organisation. His strong point as a researcher is essentially his use of unconventional approaches to his subject areas.

Nicolai Juul Foss, just 33 years old, is the youngest full professor in the history of CBS. Despite his young age, he has succeeded in producing a formidable number of articles for international journals and lately also books for publication by international publishing houses. Due to this high level of productivity, the Department and CBS in general have great expectations for Nicolai Juul Foss' future research work.

Professor in economic theory of the firm

The third new professor at the Department of Industrial Economics and Strategy is Christian Knudsen. In the 1980's his research focused on the theory of science, whereas he later established economic theory of the firm as a new core strength of the department in collaboration with other researchers, including Nicolai Juul Foss, whose PhD thesis he supervised. His pioneering contribution to this area has evoked

international response and helped him form a network, which has also been consolidated during his frequent research visits to Stanford University.

How do companies prepare for the future?

The core field of interest to Associate Professor Finn Valentin is management of technology. He is currently conducting specific studies into how companies select and prioritise fundamental research areas.

"The project sheds light on strategic research carried out as a foundation for the technology development in large groups. On several points, this part of the R&D process is quite different from the later stages, which are close to market realisation. Fundamental industrial research is characterised by a high degree of output uncertainty with very long ripening periods and motivated by very different targets. In addition, industrial groups are frequently ending up using research findings in other technologies than those which were the original aim. Therefore, fundamental industrial research has peculiar problems associated with allocation, exploitation and management. These problems have attracted far less attention in MOT literature than pre-market product



Associate Professor Peter Lotz, currently affiliated with the University of California at Berkeley, engaged in studies of the dynamics of industrial structure exemplified by the hearing device industry.



Associate Professor Per Vejrup Hansen's research is focused on the demand side of the labour market.

development. Finn Valetin studies these problems by means of case analysis of research management in strongly research-based American groups," says Valetin.

New technologies per se do not create industrial dynamism

Associate Professor Peter Lotz at the Department of Industrial Economics and Strategy is currently working at Haas School of Business, University of California, Berkeley, where he is attached to the BRIE center, Berkeley Roundtable on the International Economy, with which CBS has co-operative relations. The centre makes offices and facilities available to CBS researchers when they visit. For a description of BRIE, refer to the CBS 1996 Annual Report.

Lotz is currently studying the dynamics of industrial structure. He has been wondering why an industry like the hearing device manufacturers has consisted of the same actors through the past 25 years. This is particularly interesting because in the same time span an array of new technologies have emerged and global competition has sharpened. The reason for this stability may be, as viewed by Lotz, that a hearing device depends on

several technologies that are difficult to combine, and for many years there was no major technological innovation in that area. This is happening now, however, as a beginning concentration in the industry has led to design of hearing devices based on digital technology.

"But the stability of developments may also be explained by other factors," says Lotz. "For example the industry is using professional audiologists who are rewarded for loyalty to the manufacturers. This approach contributes to creating stability and fixing the industry in well-established structures."

At Berkeley, Peter Lotz is collecting material on manufacturers such as Starkey, the American hearing device company, to be used for a comparison of data from German Siemens and the Danish triplets, Oticon, Danavox and Widex.

Jobs come and go

Labour market conditions and population studies at company level are two research areas targeted by Associate Professor Per Vejrup-Hansen. He is currently completing a major study of the relationships between the two areas. His preliminary results seem to promise a major surprise.

Research into labour market conditions has normally dealt with the supply side, meaning the workforce. However, Vejrup-Hansen has turned his spotlight on the demand side of the labour market, namely job destruction and job creation at company level, and what it means for the mobility and redundancy of the workforce. *"The interesting fact is that employment data are covering considerable gross movements. Every year one out of eight jobs, or 12 per cent, are eliminated, while in the same period 13 per cent new jobs are created. In other words, the net change in the total labour market is just one per cent,"* says Vejrup-Hansen. Thus, the elimination of jobs and business liquidations are a 'normal' phenomenon. The data compiled by Vejrup-Hansen also prove that the Danish workforce has an immensely high change capacity, great flexibility and a strong will to seek employment.

Speech, text, thinking, interpretation - Linguistic research at CBS

The headline is the subtitle of the publication entitled *What does it mean?* produced by the Faculty of Modern Languages in the spring of 1997. The small elegant book was written to explain to people outside the academic environment what the faculty's research is all about.

Research into language for specific purposes is difficult to communicate to non-professionals. The semantics of performatives, the contract universe and negation, or verbo-nominal predicates are not terms that are part of too many people's comprehension framework or conversation at the breakfast table. The book, written and edited by science journalist Gitte Meyer in collaboration with several members of the Faculty, puts the research into a perspective that is aimed to increase the understanding of the achievements and goals of the Faculty's researchers.

"The book should be seen as an attempt to make our research more visible. We feel an obligation to impart knowledge to the world outside the academic environment about our work and the results we produce," says Dean Ole Helmersen. He hopes the publication will increase the understanding of the faculty's research effort and also make more people interested in applying the research output to their own work. Here, common knowledge of foreign-language communication and cultural understanding play an increasing role.

The book contains a collection of short, easily read contributions about the areas of the Faculty's research plan that have been selected as core priorities the next few years. The projects are presented based on their status in June 1997 when the Faculty of Modern Languages held a major research seminar.

Now, what was it called?

Translation is the basis of communication between parties from different language regions. A successful translation process not only requires good language command, but also intuition, knowledge and creativity. But what determines the interrelations of these factors? What problems are inherent in the process and how are they solved?

These and many other questions are some that the researchers at the Faculty try to answer in a range of projects entitled *"Translation: from source text to target text"* headed by Associate Professor Gyde Hansen of the Department of German. In addition to linguistic theory, the projects are also based on psychological and pedagogical theory and on empirical studies, using test people whose translation work is carefully recorded by a specially designed computer programme. By means of a datalog, the programme registers what happens during the writing process and gives precise information about everything, including detailed records of everything the translator has done during the process. In some projects a tape recorder keeps track of all the verbal utterances the translator makes while working. Other processes are videotaped. *"We are trying to identify the mechanisms that control the translator during the process. The results can hopefully be used in instructing our students, making them more aware of the pitfalls,"* says Hansen. During the testing sessions she noted that many good ideas disappear in the interval between the reading of the source text and the beginning of the work to produce the translation.

Metaphors - a linguistic minefield

Translation of metaphors is an area causing endless trouble to translators. Frequently, both cultural problems and comprehension difficulties are associated with translating metaphors. But help is on the way. A team of researchers at the Department of French, Italian and Russian have carved out a niche with a project on *"Metaphors in economic and political texts in a translation theory perspective."* They are currently gathering material for a conceptual dictionary, a thesaurus containing economic and political metaphors in Danish, French and Italian.

The researchers do not conceal that the job is complex since both thought and language are loaded with metaphors. Thus, no tool exists that can pick out the metaphors for the researchers. But the Multiterm database system has been of great help in analysing and categorising the collected metaphors.

"Multiterm is a sort of expanded filing card system," says the project manager, Associate Professor Lillian Stage: *"The researchers use it for registering metaphors in French, Italian and Russian and can later retrieve the records under for example meaning and source domain. A source domain may for example be expressions linked to 'weather'. A reference check gives information about 'weather' in a broad sense, and where and how it is used in various text types."*

"An example may be the word 'storm'. Consider the following sentence: But after social storms last winter there is a risk that a new hurricane sweeping France may topple the Maastricht building. In the source domain the translator can find out whether the word



'storm' has been used in this meaning in other texts. If not, the translator may look up the meaning of 'crisis' for example and find other source domains in which the word is used, and so forth."

Implicit knowledge dug out

The ideal conversational situation is one in which the sender and receiver have the same perception of what the world is like. This is not always the case, even among professionals. But a conversational situation is only optimal when the parties have the same stock of common knowledge.

Conversation, as well as text, always contains implicit knowledge. Researchers from the Department of French, Italian and Russian are collaborating with colleagues from the Department of Spanish to try and dig out this knowledge. Their project "Language for specific purposes: Text, Knowledge and Understanding" is focused on legal, technical and economic texts.

Professional language is an area in rapid growth because society is getting increasingly specialised. This generates more communication and thus also more communication problems, because implicit knowledge is gaining greater importance. "Awareness about implicit knowledge is imperative for professional linguists, for example. They need to learn how to evaluate the knowledge assumed by a text, and whether the receiver is in possession of this knowledge," says Professor Lita Lundqvist, head of the project. "It is also important for specialists to co-operate across professional, language and cultural borders to build up the same awareness, because their work has

substantial impact on many processes in modern society," says Lundqvist.

Electronic natural language in the pipeline

Implicit knowledge in the communication process is also the theme of "OMNIS - knowledge about the external environment in natural language systems," a project carried out by researchers at the Department of Computational Linguistics, headed by Associate Professor Steffen Hansen.

The objective of the OMNIS project is to define methods that will enable us to gather the frequently implicit knowledge of a natural language (the language used in human communication, unlike formal systems such as programming languages) and compile it in an electronic dictionary. The researchers are trying to create the dictionary by converting natural language to computer codes that can respond to users in natural language.

"We cannot create an electronic counterpart to the boundless diversity of natural language. The natural language of the machines is relatively simple and can only be used in strictly limited and well-defined contexts, for example to collect elementary information," explains Hansen.

Spotlight on explicit language

Under the project title "FAGLING - LSP linguistics" researchers from several departments of the Faculty of Modern Languages, led by Associate professor Finn Sørensen from the Department of Computational Linguistics, have set out to shed light on the explicitness of language. By analysing how sentences and utterances are related, and how sentences can be phrased to have only one meaning, the project team expects - via several sub-projects focused on technical and legal language - to circumscribe the so-called objective core of a language.

"Conventional language research is pegged to the sentence, disregarding the relationships of which a sentence is part. Modern research explores the utterance and concentrates exclusively on sentences in their specific context. We would like to bridge the gap between the two approaches by studying relations between the sentence and the utterance," says Sørensen.

The findings of the project can be applied to make electronic programmes, for example for legislative work. "By testing legislative texts - before they are adopted by Parliament - we can help legislators and civil servants get an overview of the objective conclusions that can be drawn from their legal text," explains Sørensen.

Scandinavian Business Research Brought to the Market Place

Copenhagen Business School Press is increasingly becoming an international academic press.

In addition to its Copenhagen warehouse, which serves all the Scandinavian markets well, in 1997 it established new warehouse facilities in the United States, serving North America, and in Britain, serving the rest of the world. In 1998, its international sales will approach 30 percent of its total sales on a comparable basis, i.e. if sales of its Danish bestseller textbooks are ignored.



In 1997, the Press became an international member of the *Association of American University Presses*, giving it access to all the book exhibitions organised by AAUP at professional conferences in North America. Naturally, the Copenhagen business books are also promoted at all relevant conferences in Europe. The Press also takes part in all prominent international book fairs, such as Frankfurt, London and Chicago.

Almost 12,000 professional libraries and about 2,000 university book stores in the world are regularly informed about new international titles. Each year, approximately 30,000 international catalogs are distributed to potential customers all over the world.

In order to bring more of the rich Scandinavian business literature to the markets, the *CBS Press* has entered into mutual distribution contracts with several Norwegian publishers with a similar

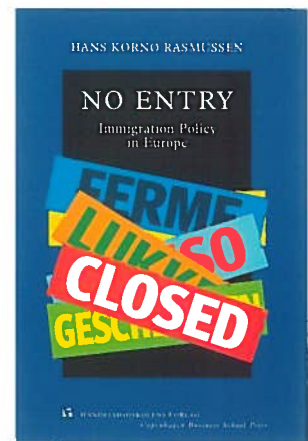
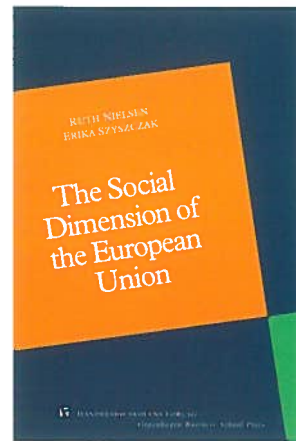
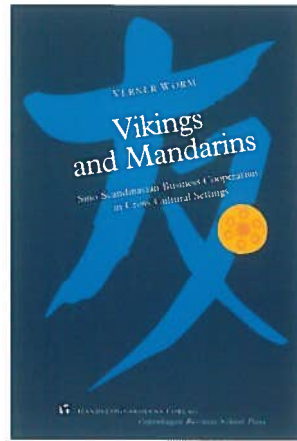
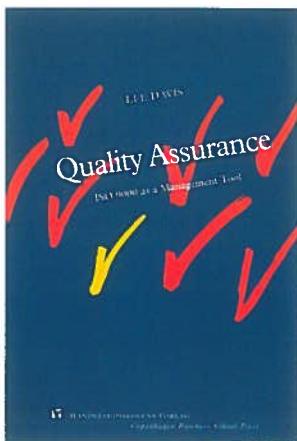
production program, and in 1997, it agreed for the first time to co-publish a scholarly book with another Scandinavian business school, *Hanken, the Swedish Business School in Helsinki*. This book is based on a mutual research project on *Constructing R&D Collaboration: Lessons from European Eureka Projects*, which will also be the title of the book when published in 1998. It is edited by Kristian Kreiner, Copenhagen Business School, and Guje Sévon, Hanken, and contains contributions by other Scandinavian scholars as well.

New books cover a wide range of research areas. In Finance, prominent books includes *Corporate Strategies to Internationalise the Cost of Capital* by Lars Oxelheim, Lund University, Sweden, Arthur Stonehill, University of Hawaii and Copenhagen Business School, and a number of young Scandinavian scholars. It illustrates success strategies employed by Nordic firms to internationalise their cost of capital.

Also in Finance is *International Investment - Value Creation and Appraisal* by Adrian Buckley, Cranfield University. It explores the impact of real operating options upon international capital investment. Its approach to investment appraisal contains new refinements.

In the field of International Business, new titles include *The Nature of the International Firm*, edited by Ingmar Björkman, Hanken, Finland, and Mats Forsgren, Copenhagen Business School. It contains contributions by twenty-nine Scandinavian scholars and thus continues the tradition of considerable contributions by Nordic economists to the present knowledge of international business.

Another new International Business book is *Vikings and Mandarins* by Werner Worm, Copenhagen Business School, the first book on Scandinavian companies' experience with business operations in the People's Republic of China. Thorough presentations



of the two cultures serve as background for the book's main chapters on four issues, central for intercultural dealings with the Chinese:

- Personalisation
- Networking
- Face
- Perception of time

In Management, prominent new books includes *Strategic Management of Professional Service Firms* by Bente Löwendahl, the Norwegian School of Management. It describes in detail the driving forces behind the challenges of the strategic management of professional service firms in law, accounting, consultancy, engineering etc. It is based on in-depth studies of firms in multiple industries.

Also in the field of Management, a new book is *Quality Assurance: ISO 9000 as a Management Tool* by Lee Davis, Copenhagen Business School. This book

presents a critical evaluation of the quality assurance standards, investigating both Danish and international firms.

New in 1997 by the *Copenhagen Business School Press* is *Planning with Multiple Criteria* by Peter Bogetoft, Royal Veterinary and Agricultural University, Copenhagen, and Peter Pruzan, Copenhagen Business School. It provides a creative and practical perspective on how to tackle the complex planning problems characterized by multiple criteria and measures of performance.

A new European Study is *No Entry: Immigration Policy in Europe* by Hans Kornø Rasmussen, Copenhagen Business School. This book deals with the demographic conflict between a European society with a fast growing proportion of elderly and old people and the poor countries' explosive growth with energetic young people reaching out for a share of the European wealth.

Another prominent European study is a new, completely revised, edition of the established text on *The Social Dimension of the European Union* by Ruth Nielsen, Law Department of the Copenhagen Business School, and Erika Szyszczak, London School of Economics. This new edition incorporates the changes made to the development of social policy law after the Treaty of the European Union and provides thus a comprehensive and up-to-date text.

Sales of foreign rights have continued in 1997. Most successful has been *Cross-Cultural Business Behavior* by Richard Gesteland, to be published in German by a well-known Swiss publisher, in Polish by the largest publisher in Poland and already published in Lithuanian by a small quality publisher in Vilnius.

Applicants

1992-1997

(ONLY STUDIES UNDER THE DANISH COORDINATED REGISTRATION SYSTEM)

Applicants having CBS as their first priority

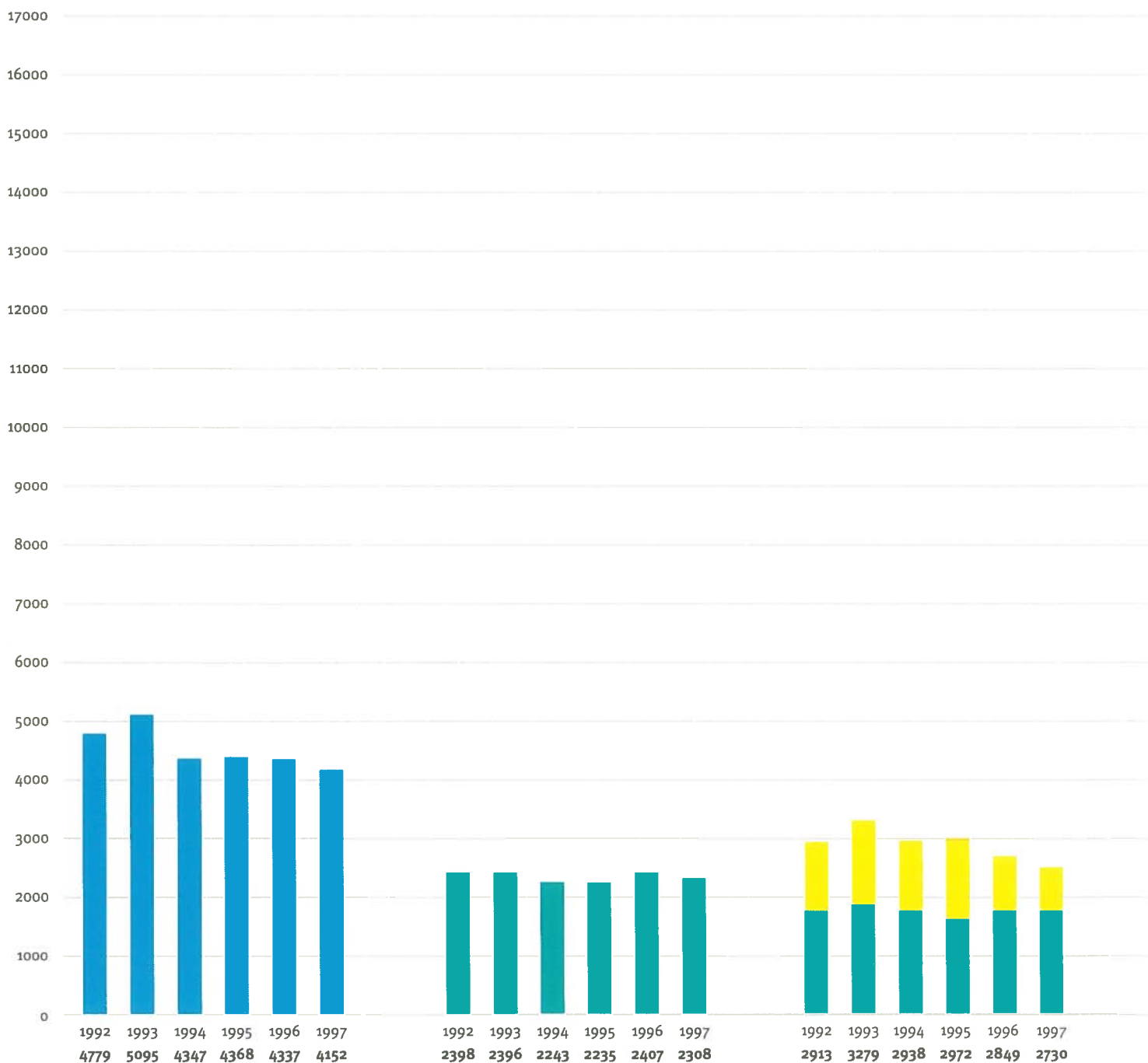
1992-1997

(ONLY STUDIES UNDER THE DANISH COORDINATED REGISTRATION SYSTEM)

Admission

1992-1997

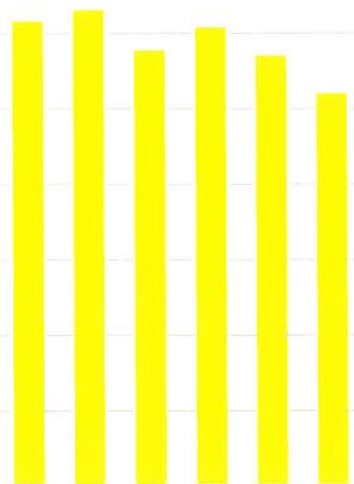
(ONLY STUDIES UNDER THE DANISH COORDINATED REGISTRATION SYSTEM. GRADUATE STUDENTS IN THE YELLOW FIELD)



Admission

1992-1997

(ALL STUDIES)

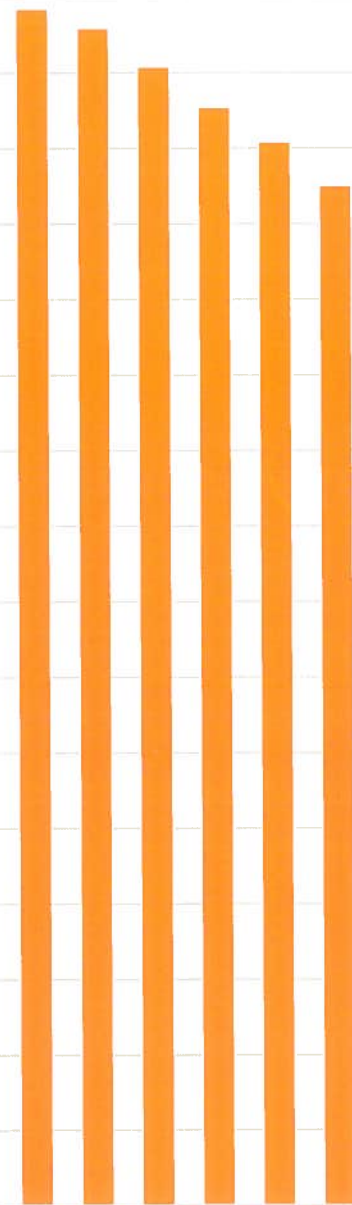


1992 1993 1994 1995 1996 1997
6130 6275 5747 6049 5673 5175

Total student enrolment

1992-1997

(ALL STUDIES)

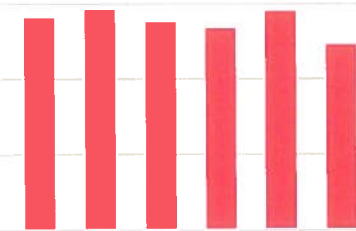


1992 1993 1994 1995 1996 1997
15822 15603 15095 14563 14110 13666

Graduates

1992-1997

(EXCL. HD PART I)



1992 1993 1994 1995 1996 1997
2778 2886 2722 2648 2874 2428

Admission

In 1997 a total of 5,175 new students were enrolled.

Enrolment in full-time programmes

Total enrolment: 2,730

Economics and Business Administration programmes
Total enrolment: 2,140

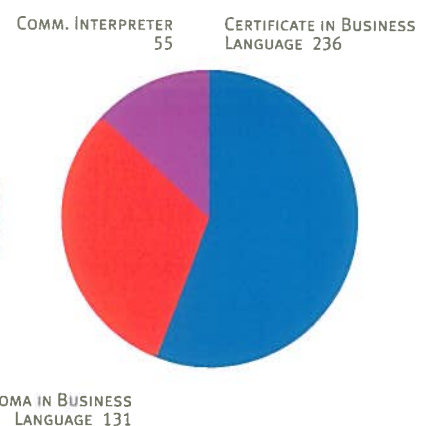
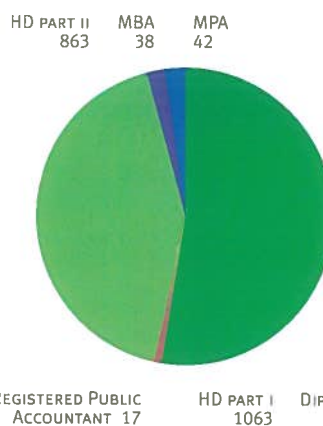
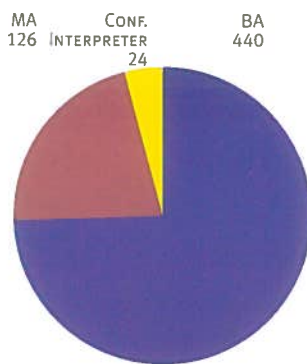
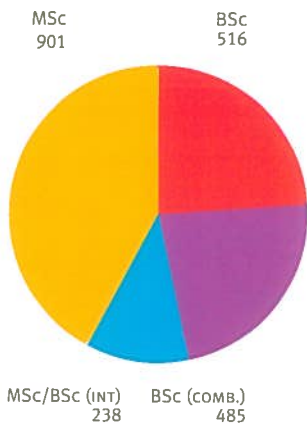
Language programmes
Total enrolment: 590

Enrolment in part-time programmes

Total enrolment: 2,445

Economics and Business Administration programmes
Total enrolment: 2,023

Language programmes
Total enrolment: 422



BSc in Economics and Business Administration	516
BSc in International Business	49
BSc in Business Administration and Computer Science	115
BSc in Business Administration and Philosophy	100
BSc in Business Administration and Commercial Law	143
BSc in Business Administration and Management Science	78
MSc in Economics and Business Administration	622
MSc in Business Economics and Auditing	110
MSc in Business Administration and Computer Science	65
MSc in Business Administration and Commercial Law	61
MSc in Business Administration and Management Science	43
BSc in International Business Administration and Modern Languages	176
BSc in International Business Administration and Japanese Language and Culture	11
MSc in International Business Administration and Modern Languages	47
MSc in International Business Administration and Japanese Language and Culture	4

BA in Business Language	440
MA in Translation and Interpretation + MA in International Business Communication	126
MA in Computational Linguistics Conference Interpreter	24

HD - Diploma in Business Economics (Part I)	1,063
HD - Diploma in Business Economics (Part II)	863
- Marketing Management	182
- Finance and Credit	75
- Informatics and Management Accounting	79
- Business Logistics	49
- Environmental Management	717
- Organization and Management	184
- Financial and Management Accounting	190
- International Trade	80
MBA	38
MPA	42
Registered Public Accountant	17

Certificate in Business Language	236
Diploma in Business Language	131
Community Interpreter	55

Total Number of Students

As at 1 October, 1997, a total of 13,689 students were enrolled.

Full-time programmes

Total number of students: 8,304

Economics and Business Administration programmes
Total: 6,437

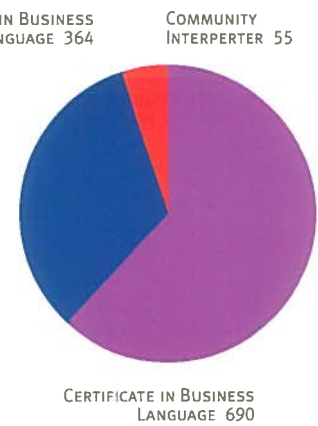
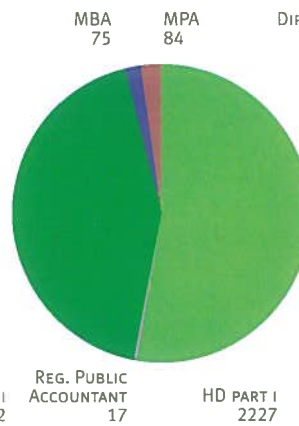
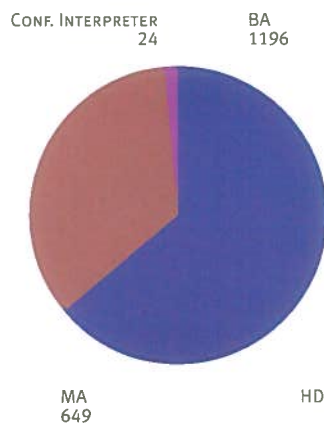
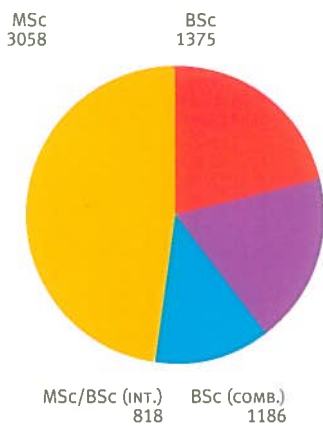
Language programmes
Total: 1,870

Open University

Total number of students: 5,382

Economics and Business Administration programmes
Total: 4,273

Language programmes
Total: 1,109



BSc in Economics and Business Administration	1,375
BSc in International Business	135
BSc in Business Administration and Computer Science	291
BSc in Business Administration and Philosophy	166
BSc in Business Administration and Commercial Law	406
BSc in Business Administration and Management Science	188
MSc in Economics and Business Administration	1,722
MSc in Economics and Auditing	693
MSc in Business Administration and Computer Science	263
MSc in Business Administration and Commercial Law	236
MSc in Business Administration and Management Science	144
BSc in International Business Administration and Modern Languages	498
BSc in International Business Administration and Japanese Language and Culture	68
MSc in International Business Administration and Modern Languages	242
MSc in International Business Administration and Japanese Language and Culture	10

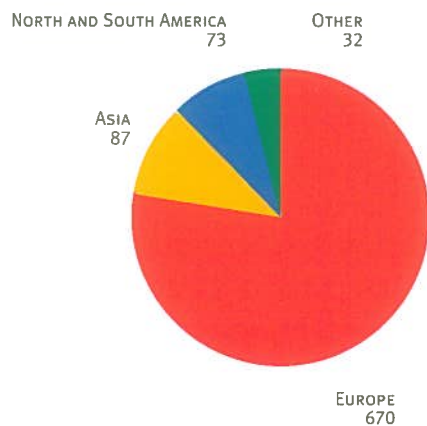
BA in Business Language	1,196
MA in Translation and Interpretation + MA in International Business Communication + MA in Computational Linguistics	649
Sign Interpreter	1
Conference Interpreter	24

HD - Diploma in Business Economics (Part I)	2,227
HD - Diploma in Business Economics (Part II)	1,832
- Marketing Management	359
- Finance and Credit	181
- Informatics and Management Accounting	173
- Environmental Management	38
- Business Logistics	107
- Organization and Management	315
- Financial and Management Accounting	443
- International Trade	231
MBA	75
MPA	84
Registered Public Accountant	17

Certificate in Business Language	690
Diploma in Business Language	364
Community Interpreter	55

Enrolment of International Students

As at 1 October, 1997,
a total of 862 foreigners
were registered as students.
Of these, 233 participated
in international study
programs.



Distribution on continents:

Asia:	87
Europe:	670
North and South America:	73
Other continents:	32

Breakdown by countries
(25 students or more):

Faroe Islands:	25
France :	35
Germany:	75
Iceland:	46
Italy:	28
Norway:	105
Poland:	29
Russia:	31
Spain:	54
Sweden:	41
UK:	47
USA:	32

Graduates

In the period from October 1996 to October 1997, a total of 2,428 students graduated.

Full-time programmes

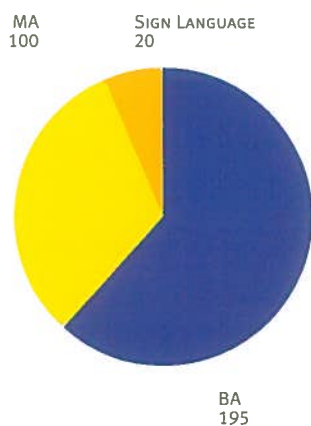
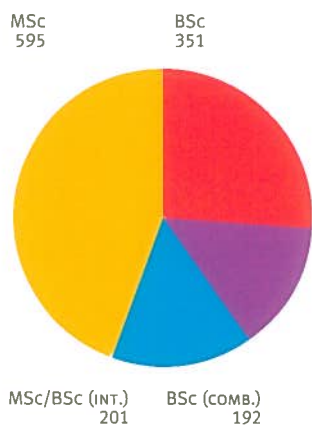
Total graduates: 1,654

Economics and Business Administration programmes

Total graduates: 1,339

Modern Languages programmes

Total graduates: 315



Open University

Total graduates : 774

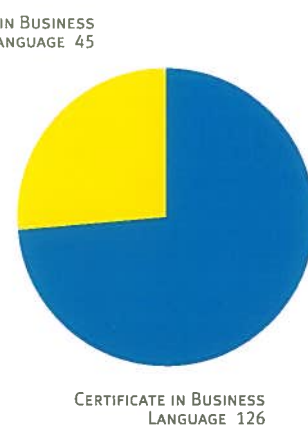
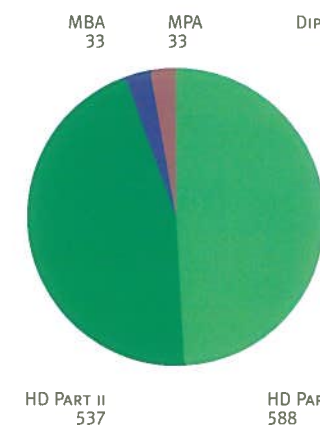
Economics and Business Administration programmes

Total graduates: 603

(HD Part I not included)

Language programmes

Total graduates: 171



BSc in Economics and Business Administration	351
BSc in Business Administration and Computer Science	61
BSc in Business Administration and Commercial Law	73
BSc in Business Administration and Management Science	58
MSc in Economics and Business Administration	411
MSc in Economics and Auditing	99
MSc in Business Administration and Computer Science	22
MSc in Business Administration and Commercial Law	40
MSc in Business Administration and Management Science	23
BSc in International Business Administration and Modern Languages	127
BSc in International Business Administration and Japanese Language and Culture	22
MSc in International Business Administration and Modern Languages	52

BA in Business Language	195
MA in Translation and Interpreting +	
MA in International Business Communication +	
MA in Computational Linguistics	100
Sign Language	20

HD - Diploma in Business Economics (Part I)	541
HD - Diploma in Business Economics (Part II)	537
- Marketing Management	114
- Finance and Credit	67
- Informatics and Management Accounting	74
- Business Logistics	35
- Organization and Management	67
- Financial and Management Accounting	109
- International Trade	71
MBA	33
MPA	33

Certificate in Business Language	126
Diploma in Business Language	45

CBS Staff

CBS Staff 31.12.97

by area and gender

	Male	Female	Total
Permanently Staff	371	401	772
Academic Staff	243	114	357
Economics	191	29	220
Modern Languages	36	67	103
Intercultural Comm. and Management	18	14	32
Administrative Staff	128	287	415
Economics	30	135	165
Modern Languages	9	52	61
Intercultural Comm. and Management	2	9	11
Library	46	46	92
CBS Administration	41	45	86

Part-Time Staff

by area

External Associate Professors, total	246
Economics	206
Modern Languages	27
Intercultural Comm. and Management	13
Assistant Lecturers, total	799
Economics	600
Modern Languages	118
Intercultural Comm. and Management	81

Academic Staff

Academic Staff 31.12.97 - by main area and position

Faculty of Economics and Business Administration

total: 220

	Male	Female	Total
Full Professors	24	3	27
Senior Associate Professor	10	1	11
Associate Professors	96	15	111
Assistant Professors	14	4	18
Other Faculty*	47	6	53

Department of Intercultural Communication and Management

total: 32

	Male	Female	Total
Full Professors	0	1	1
Senior Associate Professors	1	0	1
Associate Professors	6	8	14
Assistant Professors	1	2	2
Other Faculty*	8	7	15

Faculty of Modern Languages

total: 103

	Male	Female	Total
Full Professors	3	3	6
Senior Associate Professors	1	2	3
Associate Professors	23	43	66
Assistant Professors	3	5	8
Other Faculty*	6	14	20

PhD Students

total: 131

Faculty of Economics and Business Administration	95
Faculty of Modern Languages and Department of Intercultural Communication and Management	36

* Visiting Professors, Research Professors, Instructors, Research Assistants, Lecturers.

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