

Annual Report 1998 - 2000

Handelshøjskolens Bibliotek

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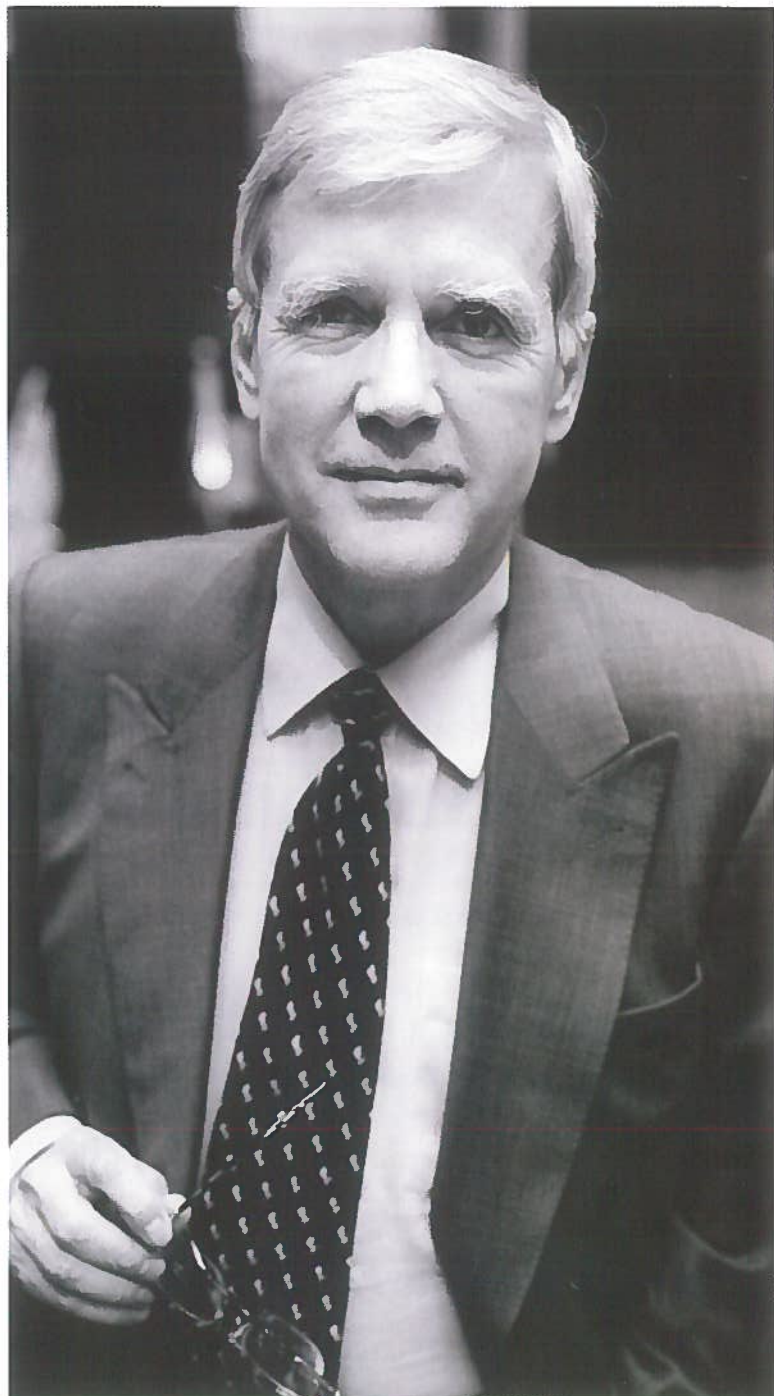
Challenges in the Knowledge Society

Innovation, renewal, continuous competence enhancement and the production of new knowledge are prime competitive parameters for companies in the future. Meeting the business sector's requirements is a major challenge for the Copenhagen Business School.

For companies to compete successfully in the knowledge society, they must be able to constantly adapt and develop. This same ability is a prerequisite for the economic and social development of regions and countries. Consequently, universities are facing a broad sweep of expectations while trying to meet new challenges to their identity, role and adaptability.

These challenges include:

- A shift from elite to mass education. The need to provide higher education for an increasing number of young people is growing, along with demands for better qualifications.
- New forms of knowledge production. Knowledge, increasingly being produced across traditional lines of institutions and disciplines, is no longer anchored primarily in universities but created through a network of many diverse knowledge producers.
- The need for lifelong learning. Opportunities are emerging for new and different learning processes that are less dependent on time and physical presence.
- Globalisation. Internationalisation is leading to keener competition between universities and a greater need for global alliances.
- A role in regional development. Universities, the business community and public institutions are increasingly being expected to work together in dynamic partnership.
- Financial basis. The pressure on public education and research budgets means new sources of funding need to be found.
- Demands for quality improvement. The call for better resource utilisation, top-flight education and international research programmes and continual quality improvement places enormous demands on organisations, management and staff at all levels.



President Finn Junge-Jensen

The development contract

Attempting to focus on these challenges in its development contract with the ministries, the Copenhagen Business School has outlined strategic and action plans to accommodate future needs. The three key strategic aims for CBS in the future are internationalisation, a stronger partnership with society and the business sector and the development of the learning university.

The Copenhagen Business School sees the development contract as a sound basis for ongoing dialogue with the ministries over the next four years as well as a good general tool for drawing attention to university activities and results and their importance for society.

Internationalisation

In recent years, CBS has established research schools in collaboration with universities abroad. The number of international publications has soared and an increasing number of visiting professors have enhanced the international atmosphere. The Copenhagen Business School has also hosted an array of international conferences and seminars.

To achieve its goal of training graduates who can compete in the global job market, the Copenhagen Business School aims to have students spend a period of study at a university abroad. Thanks to support from the business sector, CBS has intensified its contribution to the Community of European Management Schools (CEMS) and strengthened its co-operation with the Program in International Management (PIM), a global alliance of leading business schools.

To attract more international exchange students, CBS has expanded its English-language programmes, which now include a bachelor programme (BSc International Business), five Master's specialisation programmes and a large number of single courses conducted in English.

The CBS international summer university started in 1999 and was extended in 2000 to include bachelor- and Master's-level programmes, which were followed by several hundred international and Danish students.

In its Executive Education portfolio, CBS now offers a full MBA programme in English. In 2000 it launched a Global e-management Executive MBA jointly with six European and North American universities, where students work together across international frontiers.

Partnership with society and the business community

The Copenhagen Business School has continued to establish business research centres conducting application-oriented and problem-based research in close co-operation with companies, organisations and public institutions. Over the past three years, 50 companies and organisations have been involved in various projects at the Center for Corporate Development and Management Technology, which also forms part of the basic research environment at the Department of Operations Management.

The Copenhagen Business School has set up an Executive Learning Center designed to broaden its range of Master's programmes and short-term courses tailored to the needs of the business community. In 2000, the School launched an executive Master's programme in Management Development, whose target group includes people with responsibility for human resource management and training. It focuses on society's need for continuous competence development, and universities in countries as far afield as North America and Australia have expressed interest in working with CBS on this unique education programme.

The Copenhagen Business School's regional activities include collaboration with the Øresund University, the development of the Scandinavian Academy of Management Studies with the School of Economics and Management at Lund University, involvement in entrepreneurship programmes, science parks and other innovative environments in the region, and the Venture Cup competition.

The learning university

The learning university aims to combine the features of a university as a traditional place of learning and knowledge building with the modern concept of the learning organisation.

The learning organisation is highly adaptable, continually seeking ways to raise quality standards. It is also committed to developing its innovative organisational culture, and is willing to take risks and experiment with new organisation formats to reach this goal. CBS intends to be included in continuous international reviews such as the European Rectors' Conference Strategic Audit, which focuses on strategy and quality development; international assessments of the research activities of all departments; and a benchmarking project run by the European Center for Strategic Management comparing the strategies, education programmes and marketing activities of ten European universities.



The inauguration of the new building at Solbjerg Plads included a dramatic performance by the Hotel Pro Forma theatre group entitled 'A Deluge'.

President Finn Junge-Jensen at the inaugural ceremony thanks three ministers for their individual contributions to the Copenhagen Business School's new facilities. Left to right: Bertel Haarder, former Minister of Education, Birthe Weiss, Minister of Research and Ole Vig Jensen, former Minister of Education.

The Copenhagen Business School Library has also been subjected to international evaluation, and in 2000 CBS became the first Danish institution to receive The European Quality Improvement System (EQUIS) accreditation.

In recent years, CBS has modified its departmental structure, established new centres and restructured its administrative organisation. The various international reviews have been an important source of inspiration for the Copenhagen Business School's strategic focus and action plans.

The 'From Teaching to Learning' project is just one of the CBS initiatives to develop new learning processes. Through international collaborative efforts, the project aims to fundamentally reform the teaching basis of education programmes.

In order to foster innovative teaching frameworks, it has been decided to establish a CBS Learning Lab that focuses on e-learning and internal competence development and supporting programmes in their development of new educational approaches.

CBS has experimented with developing wholly or partly virtual programmes such as part II of the HD programme in Marketing Management and the Global e-management Executive MBA and Master of Management Development programmes. As a result, CBS has amassed a unique body of internationally relevant experience that provides an excellent platform for further development of this area.

The CBS educational profile has also been transformed. In addition to the innovative changes to the executive programmes, new courses and subject combinations are being offered by the Faculty of Modern Languages. Courses on IT, Euro-

pean and American studies, international marketing and communication can now be combined with English, Spanish, French, German, Italian and Russian. The dramatic increase in the number of students applying for the programmes as a result of these new options has enabled the Faculty of Modern Languages to maintain and develop the research environments that international reviews have singled out for special acclaim.

Funding

Denmark ranks among the top OECD countries in terms of total public spending on education relative to gross domestic product. The picture is quite different for university education, however, where Denmark is rated below average. Despite this discouraging record, the future holds little hope of any significant increase in the allocation of public funds to universities.

Somewhat paradoxically, it has proved impossible to raise funds to extend the Computer Science/Business Administration Degree programmes at a time when the disastrous lack of well-qualified IT personnel is a cause of concern for politicians and the business community alike. In 2000, CBS received applications from twice as many applicants indicating this programme as their first priority than could be enrolled – despite the fact that CBS had already financed a 50% expansion of the programme compared with the year before.

In recent years, CBS has concentrated on attracting funds from other sources in order to attain its goal of providing first-class international research and study programmes. CBS would like to extend thanks to all the foundations, companies, organisations and other business partners whose sponsorships have enabled us to implement many significant, high-potential projects.



New campus

At the turn of 1999/2000, CBS moved into the building representing the first stage of the new campus project. For CBS faculty, staff, students and cooperative partners, the 27,000 m² building, designed by the architects Vilhelm Lauritzen A/S, is an impressive contribution to the development of a premier international research and study environment. The stage two extension planned for the next four years will unite all departments of the Faculty of Economics and Business Administration in one location and provide facilities for student projects. The second stage also includes the conversion of a house to provide accommodation for visiting professors.

Today, CBS is the most intensively used university facility in Denmark. The buildings are used by 5,000 Open University students in the evenings and by students on Executive Education programmes at weekends. The library, with its digital Learning Resource Center, is open to members of the public as well as CBS students. During the summer, the facilities are used for the International Summer University and for short continuing education courses for business executives. Although we anticipate that the development of virtual learning processes will change the pattern of use of the physical facilities, CBS predicts that the extreme pressure on the buildings will continue for many years.

Two urgent needs have been accorded high priority in the proposed extensions. First, a residence for international students is necessary if CBS is to maintain and expand student exchange relations with international partners. Second, the development of the Executive Learning Center is contingent on the provision of facilities that meet the special requirements of this group. CBS hopes that sponsors and public bodies will continue to provide support for these vital projects.

Finn Junge-Jensen
President

The new facilities in Frederiksberg give students and staff a first-class international environment for work and study.

Close partnership with the business community

Turning out more than 2,000 graduates every year, the Copenhagen Business School plays a central role in the development of business competitiveness.

First-class qualifications that meet international standards are all-important if Danish graduates are to contribute to corporate development in the global marketplace. The Advisory Council therefore fully supports the School's strategy of internationalisation and close collaboration with the business community on research and education programmes.

Partnership forges new development potential

The CBS business research centres and new executive programmes have prepared the way for a close enduring partnership with business – a partnership where companies, teachers and students can together produce new knowledge and new opportunities.

A first-class international research environment is a prerequisite for these activities, and it is therefore encouraging to see that CBS research has earned international influence and recognition in recent years.

Another high-priority issue is the renewal of educational approaches and the CBS e-learning initiatives have already broken new ground in several areas.

By establishing the new Executive Learning Center, CBS aims to create a management development forum with an international reputation that, in the years ahead, will help strengthen the range of research-based continuing and further education programmes both nationally and internationally. The centre comprises Executive Master's programmes and the CBS Center for Continuing Education and Business Research. The intention is to offer a full range of educational options from short tailor-made courses to the new executive programmes, including an international one-year full-time MBA.

The new programmes – the Global e-management Executive MBA, launched in cooperation with six universities abroad, and the Master in

Management Development – have been well received by the business community, promising well for the future of the new centre.

Strategy and development contract

Over the past year, the Advisory Council has been involved in developing the CBS strategy and contributing to the formulation of the development contract with the ministries. The goals for the next four years are ambitious and challenging but also vital if CBS is to fulfil its role as a competitive institution in the international arena.

The development of research and education programmes in management, corporate communication, informatics and computational linguistics will help reinforce the Copenhagen Business School's special profile and strengths. The greater range of programmes will also help develop the knowledge and skills expected to be in ever greater demand by the business community and society.

CBS funding

Seen from an international perspective, the Copenhagen Business School's financial platform could certainly be said to give cause for concern, and its resources must be consolidated if the current level of ambition is to be sustained.

The development of the new campus, the establishment of laboratory facilities for IT programmes, the growth of e-learning, the new student residence for international students and the new Executive Learning Center all require major investment and resources over and above those provided by government funds.

It is therefore heartening that so many companies and foundations have expressed great understanding and offered backing for the School's fund-raising efforts. Once again – and we might even be tempted to say true to tradition – FUHU, the Society for the Advancement of Business Education, has provided invaluable

Members of the Advisory Council 31.12.2000

Appointed by FUHU:

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

Poul Erik Pedersen
Managing Director, Metro Engroslager Danmark

Preben Kendal
Director, Unidanmark-fonden

Tom Knutzen
Executive Director, NKT Holding A/S

Bernt Johan Collet
Chairman, The Association of Business Economists

Kim Østrup
Public Affairs Executive, IBM Danmark A/S

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



Niels Kjeldsen, Chairman of the CBS Advisory Council.

support by helping to raise funds for guest professors and their accommodation, places at student residences, research professorships, and international conferences.

In the past year, several business organisations have expressed a clear interest in closer, more committed collaboration with universities. CBS has proved its willingness to spearhead such new initiatives, and it is the sincere hope of the Advisory Council that the Copenhagen Business School can rely on the continued wholehearted support of the business community in the future.

*Niels Kjeldsen
Chairman of the CBS Advisory Council*

Student representatives:

Nikolaj Hoff

Rasmus Jarlov

Observers:

Birgitte Jensen
President, The Danish
Association of Business
Language Graduates

Claus Valentiner
Managing Director, FUUH

The Advisory Council's tasks

The Advisory Council is charged with monitoring the activities of the Copenhagen Business School and acting in an advisory capacity.

The Council helps to:

- Implement the strategic development of CBS to reflect the needs of society and the business community
- Ensure high-quality research and education programmes
- Develop and promote the Copenhagen Business School's position as a leading business school with an international approach.

The Advisory Council was set up in 1965 to replace the former Board when the State took over the financing of study programmes and research activities at the Copenhagen Business School. Advisory Council members include six representatives of the business community appointed by FUUH. The Advisory Council has maintained its supervisory role, primarily in an advisory capacity. In recent years, this advisory role has become increasingly important for the Copenhagen Business School's relationship with the companies that recruit CBS graduates or use the Copenhagen Business School for the continuing education of their employees.

The new CBS campus

At the turn of 1999/2000, the first staff members and students moved to Solbjerg Plads. The new building houses a number of departments at the Faculty of Economics and Business Administration, the Library and central administration.

Today, the new CBS building is a workplace for about 600 staff members and an attractive, integrated study environment for some 8,500 students. The building houses a number of departments at the Faculty of Economics and Business Administration, the CBS central administration offices, the Library, the Learning Resource Center, IT services, programme secretariats, the study guidance service, a canteen, a bookshop, a printing shop, a student cafe and facilities for student organisations.

The various functions are located around a foyer that opens into the student arcade with its distinctive channel of water running through the building. Three five-storey office wings intersect the arcade. The building facades are made of glass, concrete and brick. Inside, exotic materials are used such as Ølandstone, Finnish granite, Portuguese marble, jatoba wood and American cherry.

Private enterprises and individuals have sponsored some of the new building's facilities and decorations, including auditoria and works of art. (Read more about the School's sponsors on page 38).

Over the next four years, an additional 12,000 m² extension will be added to the Copenhagen Business School's premises at Solbjerg Plads, finally gathering all departments of the Faculty of Economics and Business Administration under one roof. This second stage will also include the conversion of a house to provide accommodation for visiting professors and possibly a residence for international students.

Construction data:

Total area: 27,500 m²

25 auditoriums providing seating for 2,300 people

Architects: Vilhelm

Lauritzen A/S

Construction period:

1997-2000

The Library is a research and education library, which is open to the public. The four-storey library has more than 600.000 loans per year.





With the 27,500 m², centrally located in Frederiksberg, the approximately 600 employees and 8,500 students are afforded inspiring surroundings. The building accommodates the departments of the Faculty of Economics and Business Administration, the CBS Administration, the Library and Learning Resource Center, IT-Service, the bookshop, canteen, etc.

The main entrance to the building faces Solbjerg Plads, offering therefore also immediate access to Frederiksberg Center and the forthcoming Frederiksberg Metro Station.

CBS will be expanded over the next four years with a 12,000m² extension of Solbjerg Plads, thereby paving the way for a large integrated campus environment and making it possible to gather the whole Department of Economics and Business Administration in one location.



The elements fire and water were very much in evidence at the Hotel Pro Forma's ceremonial 'christening' of the new CBS building.

Opening Ceremony

On 10 March 2000 the new CBS building was officially opened with a magnificent inauguration ceremony. The building was praised in speeches from various speakers, including the Minister for Research Birte Weiss and Frederiksberg's Mayor John Winther, while the CBS President Finn Junge-Jensen presented beautiful bouquets to some of the many individuals who had devoted themselves to realising the huge building project.

After the official part of the programme, CBS hosted a buffet for the numerous guests, who were entertained by Hotel Pro Forma in the form of "A Sprinkling", a captivating performance specially created for the occasion.

Honorary Doctorates 2000

In a festive atmosphere CBS conferred five honorary doctorates as part of the opening ceremony.

Richard Scott has been extremely influential in the development of organisational theory, where his main focus area was the US healthcare sector. Richard Scott retired last year as professor at Stanford University, California.



The Copenhagen Business School's five honorary doctors 2000. In the foreground, Richard Scott. Seated, left to right: Oliver E. Williamson, Anthony G. Hopwood, Borge Dahl and Henning Spang-Hanssen.

Oliver E. Williamson, Professor of Business Administration, Economics and Law at the University of California at Berkeley, is regarded as one of the leading authorities in modern business economics. He is best known for his work on the commercial law aspects of mergers and cooperative agreements.

Anthony G. Hopwood, a professor at Oxford University, has held professorships in international accounting, financial management and process management throughout his career.

Borge Dahl was a professor of commercial law at the Copenhagen Business School for 15 years until his appointment as judge on the Danish Supreme Court in 1996. He was one of the founders of the Law Department, which he also headed for several years.

Henning Spang-Hanssen, graduate engineer and linguist, was one of the first people to break down the interdisciplinary boundaries between widely diverging subject areas. In particular, he has conducted research into the communication of professional knowledge in Danish and other languages.

New productivity, knowledge management and intellectual capital statements

By Professor Jan Mouritsen, Department of Operations Management

It is sometimes claimed that power in the knowledge society is held essentially by individuals, because – the main production factor being ‘grey matter’ – individuals own the means of production. This kind of speculation with Karl Marx can be very entertaining, but most probably wrong. In the knowledge society, production, dissemination and utilisation of knowledge and information play a crucial role, and the key question is how it can be developed, expanded, shared, embedded and evaluated. Even though knowledge is also a production factor in the industrial society, the accessibility of formal knowledge and information – as well as trivialities, platitudes, primitive homespun philosophy and direct falsehoods – is increasing enormously.

Knowledge is viewed as a new type of production function which is based on brains and thus cannot be engaged in technical applications. Thoughtfulness, creativity and sharing one’s own knowledge with others can neither be ordered, installed or manufactured. They are qualities that must be motivated. They are delicate resources, whose mobilisation is voluntary, because they depend on the choice of the individual! Thus, they rely on commitment – a type of commitment which is personal. An element of the new productivity is therefore the productivity of motivation. Not just the hand, also ‘the spirit’ is the material of the production function.

Productivity of motivation

The productivity of motivation may well be personal, but it is not individual. Neither motivation nor productivity is independent of the relationships in which it is a constituent. Motivation is developed from, among other things, the company’s social organisation, and productivity is essentially produced by the interaction of one asset – such as individual competencies – with other assets – such as technologies, organisational processes, procedures and customer relationships.

In other words, assets have value exclusively when they interact with other assets, and are therefore complementary: Investments in one asset can increase the productivity of another asset. Increasing investments in information technology, and the training to use it, will boost the productivity of labour. Likewise, investments in sophisticated manufacturing equipment will frequently have greater impact if combined with investments in closer cooperation with sub-suppliers. One element of the new productivity is of course the productivity of motivation, but it consists of interaction between various assets as well. The new productivity is therefore not individual. It is not just a matter of brains.

Asset interaction

Then, what does this type interaction mean? And what/who is the interaction between? It is a matter of relationships between a company’s resources. Many of these relationships have developed over time and are distinct to a particular company. Therefore, they are local experience in making assets cooperate, and their effects are not related narrowly in time and space to a company’s periodic financial results. Interaction between assets is a greater and more protracted job to create clusters of resources, expand these resources and monitor progress in relation to what the company has to be good at doing for users and customers.

Interaction is justified by the fact that a company must develop special skills in doing something for someone – something designed for the usage situations that the company’s products or services are aimed to improve. Such interaction is not a commodity that can be bought outright. It has to be built up. It takes time. But this does not mean that it cannot be put on the company’s management agenda. This will require a management technology which can pinpoint, define and evaluate the effort to strengthen asset interaction. An intellectual capital statement may be such a mechanism.



Statement of knowledge resources

An intellectual capital statement 'quantifies' the company's measures to create, develop and use its knowledge resources. It does not measure the value of the company's knowledge and is not a description of the differential between the company's market value and its book value, as we may hear at times. It rather depicts the effort to develop the company's resources. Thus, it defines, describes and reviews the company's knowledge management activities - not its knowledge, but the activities carried out to develop, embed and share knowledge. The intellectual capital statement shows how the company deploys its knowledge resources - tied to employees, customers, technologies and processes - how it makes them better and whether they work.

The numbers presented in intellectual capital statements can prove whether the company is building a resource base and setting activities in motion that are capable of supporting or improving the interaction between resources. This interaction cannot be illustrated in itself, because its strength is only visible as the total effect of the full battery of resources. To illustrate the targets of interaction in the particular company, the intellectual capital statement provides an account of the company's strategy for knowledge management, and it shows how it is implemented. The strategy for knowledge management narrates how the things the company is - or should be - good at doing make a difference for a variety of users. The numbers in the intellectual capital statement reflect whether the company is getting better at what it is supposed to be good at doing.

Knowledge strategy

The intellectual capital statement therefore illustrates the activities deployed to underpin interaction between knowledge resources. It contains an unfortunately limited amount of information about the otherwise much demanded relationship between knowledge and the company's future market value. An intellectual capital statement cannot determine that. No financial statement can. Thus, the companies which present intellectual capital statements are frequently driven by many other motives, such as retaining and attracting personnel resources, supporting the company's activities to develop, embed and share knowledge and improve customer relationships; though a few are also driven by the desire to attract more focus in the capital markets.

The agenda of the intellectual capital statement is not concerned primarily with the (financial) results generated by the company here and now, even though they are important. It is focused on the company's resource base, and its purpose is to support the development, usage and sharing of knowledge and resources, ensuring that the company gets better at making a difference for a variety of users.

For companies, this includes the wish to make money as well. However, a strategy for making money comprises more elements than knowledge alone. It must take account of pricing, demand and competition, which are, however, far more short-term considerations than the company's knowledge strategy. Knowledge enables the company to be good at doing something. Whether it can be used to make a company profitable depends on a market situation that is friendly.

"An intellectual capital statement does not measure the value of a company's knowledge. However, it makes the company's effort to develop, embed and share knowledge more visible," says Professor Jan Mouritsen.

Great interest in CEMS

The number of participants in CEMS has expanded to include new universities and new companies. The addition of four new corporate partners has strengthened the Danish contribution to the cooperation.

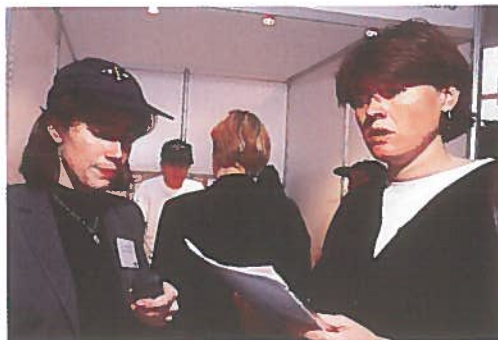
The CEMS annual conference, which is hosted on a rotating basis among the 17 universities, was held at CBS in December 1999. The Community of European Management Schools – CEMS – includes 17 academic partners (universities) and about 60 corporate partners (companies). Only one school from each country is selected to be a CEMS partner.

The academic and corporate partners have collaborated to design a common curriculum and an international study programme capped by the CEMS degree. Students earn the CEMS Master's degree after two years of study with emphasis on international business economics and management. The degree, which is awarded as a supplement to the national MSc degree, comprises one semester of studies at another CEMS institution and a three-month internship in a foreign company. The Copenhagen Business School currently has about 80 CEMS students.

Sought after graduates

"Awarding a common diploma to all CEMS candidates is only possible because all members have accepted the same terms for the cooperation between the universities and the 60 companies affiliated as corporate partners. The high professional standards attained by the graduates, due to a large extent to their intercultural and language skills developed throughout the programme, in parallel with their academic achievements, make them desirable recruits to major European companies," says CBS President, Finn Junge-Jensen.

The annual Career Forum, held in connection with the graduation ceremony, is very important to the new graduates who take the opportunity to review all the recruitment options, which the corporate partners bring to the Forum. In addition, the Forum is visited by many CEMS students in pursuit of the internships that are a compulsory part of the programme. Despite the hurricane which swept the country in early December 1999, preventing quite a few guests from attending, 35 corporate partners



The annual Career Forum is an opportunity for CEMS students to secure internships with companies.

were represented, and 200 CEMS students and the majority of the 140 graduates visited the Career Forum at CBS. Appointments for about 500 interviews had been set up in advance, and many were also made on the spot.

The business community needs CEMS

At the CEMS conference, Finn Junge-Jensen, President of CBS, was proud to introduce four Danish companies who had become CEMS corporate partners: Novo Nordisk, GN Store Nord, Tele Danmark and Hempel International. CBS can now offer a much larger Danish contribution to the other academic partners in the CEMS cooperation. The companies can provide input to the common CEMS curriculum and recruit from a group of some of Europe's most talented graduates in international business economics.

Novo Nordisk's decision to join as a corporate partner lies in a general interest for closer cooperation with CBS through a genuine partnership.

"We think the quality of CBS research and graduates has been strengthened, and we would like to take part in supporting this development," says Vice President Kåre Schultz. "The students are fully aware that the most challenging jobs are offered to top-notch graduates, and here the CEMS degree can be an asset. It is not really important which country our future employees are from as long as their qualifications and international orientation meet our requirements. However, my assessment is that Danish business students are increasingly acquiring this orienta-



Finn Junge-Jensen, President of CBS, speaks to CEMS students and graduates at the graduation ceremony during the Copenhagen CEMS conference.

tion and, in addition, their foreign language skills are better than those of many of their international fellow students."

Kåre Schultz emphasises that Novo Nordisk needs high-quality graduates with an international orientation particularly because a rising number of their people are recruited for jobs abroad.

CEMS opens up

The CEMS Executive Board always holds its general meeting in conjunction with the annual conference, and several of the decisions made in Copenhagen meant a change of tack. For example, the Executive Board decided to initiate cooperation with prime business schools and universities in Southeast Asia, thus breaking with the European tradition by inviting students from other continents to take part in the degree programme. Naturally, they will be required to meet the same criteria as students from the existing university partners.

A 'Charter of Rights and Responsibilities' was also introduced. This document deals with expectations and contributions to the CEMS cooperation and defines the role of the four parties involved: academic partner, corporate partners, students and CEMS graduates. The first drafts for the Charter were presented at the annual meeting in Copenhagen.

Finally the Executive Board decided to prioritise project work in the programme, expecting strong backing from the corporate partners who are providing internships to the students.

CEMS conference in London

The Career Forum held in connection with the London CEMS conference in 2000 was a great success as well, with a record number of participating corporate partners – many London-based. The Danish corporate partners represented were Novo Nordisk and GN Store Nord.

At the annual meeting in London, the Executive Board completed the preparations for the CEMS Charter of Rights and Responsibilities, which was adopted. A new academic partner, University College Dublin, was admitted along with six new corporate partners.

During 2000, the CEMS programme was amended in order to make it more visible and transparent. As of the academic year 2002, CEMS will be a stand-alone programme. CBS students will take the first and the second semester of their graduate specialisation programmes for the MSc degree, and then the third and the fourth semester are dedicated to CEMS studies. The programme reform is a clear reflection of the School's interest in closer cooperation with the business community and the companies' interest in more contact with students at an earlier stage of their education. The 'new' programme was designed by a committee including members from both corporate and university partners. All corporate partners are invited to provide input to the programme, introducing their own experience through lectures, case studies, business projects and seminars and integrating presentational skills, conflict resolution management, communication and negotiating technique.

Business schools and universities affiliated to CEMS:

- Budapest University of Economic Science and Public Administration
- Copenhagen Business School
- Erasmus Universiteit, Rotterdam
- ESADE, Barcelona
- HEC, Paris
- Helsinki School of Economics and Business Administration
- London School of Economics
- Norwegian School of Economics and Business Administration, Bergen
- Stockholm School of Economics
- University of Economics, Prague
- Univesità Bocconi, Milan
- Université Catholique de Louvain, Louvain la Neuve
- Universität St. Gallen
- Universität zu Köln
- Warsaw School of Economics
- Wirtschaftsuniversität Wien
- University College Dublin

Further information:

Helle Strandlyst
CEMS Coordinator
Phone: +45 3815 2285
E-mail: cems@cbs.dk
www.cems.org
www.cems.dk

PIM – a passport to universities and business schools

The Programme in International Management has expanded and now includes new opportunities for student exchange with universities in India.

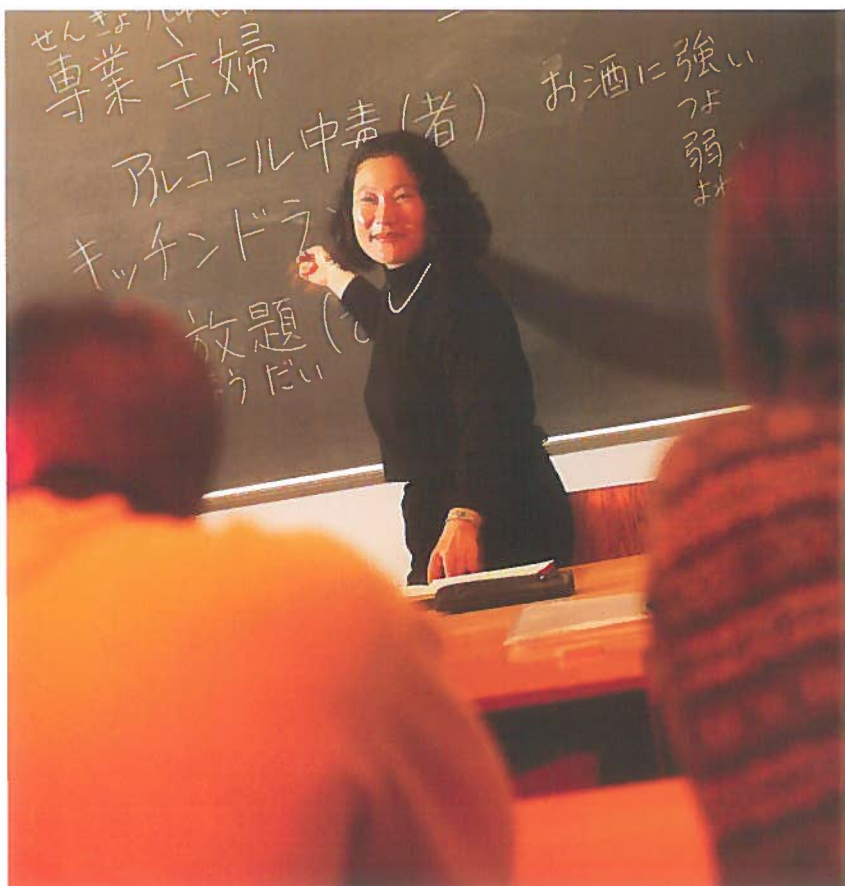
The Copenhagen Business School's PIM membership opens doors to prominent business schools that would otherwise have been closed to our students. It also makes CBS a more interesting destination for other universities looking for exchange cooperations.

The Programme in International Management, a well-established student exchange network, is operated by a consortium of about 40 eminent universities and business schools in North America, Europe, Asia and Australia. Admission to the PIM network requires high quality standards in education as well as research, in addition to the desire to exchange students. A study period with a PIM partner is generally recognised as a genuine asset among students and university leaderships around the world.

Competition for places

There is a high level of interest among CBS students to go on exchange to a PIM partner school, particularly in the USA, Australia and Asia. In fact, the number of applicants frequently exceeds the number of places available.

"We have to balance these exchanges. If we send two students to the Stern School of Business in New York, for example, then two of their students have to also be interested in studying at CBS," says Robin Jensen, Director of International Programmes. "Since this is not always the case, CBS loses its "exchange right" for each place that cannot be matched. In recent years the interest in studying in Denmark and Europe has, in general, been declining among American students. Fortunately, this is not due to the quality of our course offerings – we are often told by our American students that our academic level is high. It may be due to the restricted number of internships after the programme that we can offer since Danish companies do not have a tradition for taking on interns, besides the fact that we do not have enough companies that recruit directly via CBS. This plays a major role for American MBA students, who are reluctant to miss career opportunities they may have at home."



PIM creates new contacts

In general, the PIM membership has made cooperation with CBS more attractive to foreign universities and business schools.

"However, we are also noticing a steady increase in interest in studying abroad among our own students. To accommodate this rising pressure we need to continue to make new agreements on an ongoing basis," says Jensen.

In Asia, PIM is a solid platform for agreements with business schools and universities, and CBS can primarily thank one enthusiastic Indian student for the expanding cooperation with Indian universities. His high praise for CBS, upon his return to India, set the wheels in motion for a promising exchange agreement.

"India has excellent universities, and we are extremely pleased to have established agree-

CBS students are very interested in going on exchange to a PIM partner in either Asia, Australia or the USA.

ments with Institutes of Management in Ahmedabad, Bangalore and Calcutta. Our students are delighted too, and the places have been fully booked."

In general, the interest in Asia and the Pacific is great and all places available in these regions are booked whenever they are offered. New agreements have just been made with Waikato in New Zealand, and more are in the pipeline in New Zealand, Japan, Thailand and South Korea.

"It is also interesting that the countries in Eastern Europe have attained standards that make them attractive to our students. The good business schools and faculties of management will probably attract many CBS students in future," adds Jensen.

CBS popular among international students

CBS is one of the business schools receiving the largest number of exchange students. One attraction is the quality of the courses and programmes offered. The success is also a result of dedicated efforts by the International Office to promote CBS and its programmes in the pursuit of new exchange agreements.

"A major factor behind our success is the joint efforts by our departments and study programmes to develop our course catalogue, which offers students a greater variety and diversity of courses in English than many of our competitors," notes Jensen.

Accepting more than 500 international students annually puts mounting pressure on the capacity of the International Office to provide the necessary services, and finding accommodation is a constant problem.

"The Society for the Advancement of Business Education has a property in central Copenhagen with 24 rooms, which has been of great help to us, but we need to find many more places. There are far too few rooms at the residential facilities for students, so we have to find accommodation for a large number of international students in the expensive private housing market," says Jensen.

PIM cooperation partners:

- Asian Institute of Management, Makati City, Philippines
- Chinese University of Hong Kong
- Copenhagen Business School
- Cornell University, Samuel Curtis Johnson Graduate School of Management, Ithaca, New York, USA
- Duke University, Fuqua School of Business, Durham, North Carolina, USA
- HEC, Paris, France
- Erasmus University, Rotterdam School of Management, The Netherlands
- ESADE, Barcelona, Spain
- Fundao Getúlia Vargas, Sao Paulo, Brazil
- Hong Kong University of Science and Technology
- The Indiana University, Kelley School of Business, USA
- Instituto de Estudios Superiores de Administracion, Venezuela
- Instituto Tecnológico Autónomo de México
- Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico
- Manchester Federal School of Business and Management, United Kingdom
- McGill University, Montreal, Canada
- Nanyang Technological University, Singapore
- National University of Singapore
- New York University, Leonard N. Stern School of Business, USA
- Norwegian School of Economics and Business Administration, Norway
- Pontificia Universidad Católica de Chile, Santiago, Chile
- Stockholm School of Economics, Sweden
- Tel Aviv University, Leon Recanati Graduate School of Business Administration, Israel
- UCLA, The Anderson School, Los Angeles, USA
- Università Commerciale Luigi Bocconi, Milan, Italy
- Universität St.Gallen, Switzerland
- Universität zu Köln, Germany
- Université Catholique de Louvain, Belgium
- University of British Columbia, Faculty of Commerce and Business Administration, Vancouver, Canada
- University of Chicago, USA
- University of Economics, Prague, Czech Republic
- University of Melbourne, Melbourne Business School, Australia
- University of Michigan, Ann Arbor, USA
- University of New South Wales, Australian Graduate School of Management, Sydney, Australia
- University of North Carolina at Chapel Hill, Kenan-Fragler Business School, USA
- University of Texas, Austin, Graduate School of Business, USA
- University of Warwick, Warwick Business School, Coventry, United Kingdom
- University of Western Ontario, Richard Ivey School of Business, Canada
- University of Witwatersrand, Wits Business School, Johannesburg, South Africa
- Wirtschaftsuniversität Wien, Austria.

Further information:

International Office
Robin Jensen, Director of International Programmes
Phone: +45 3815 3090
E-mail: rj.intoff@cbs.dk
www.cbs.dk/intoff

Further information about PIM is available at:

www.stern.nyu.edu/PIM/

SCANCOR at Stanford University – raising its profile

SCANCOR, the Nordic research centre, invites senior researchers to join young organisation researchers at Stanford University.

The SCANCOR research centre at Stanford University is an inter-Nordic institution that has attracted primarily young Scandinavian organisational researchers over the past 12 years. Now the Board would like to invite more senior researchers to join the centre.

“When James G. March, legendary professor and honorary doctor at CBS, retired a couple of years ago, the Board was left with a major challenge,” explains Professor Kristian Kreiner from the Department of Organisation and Industrial Sociology and Chairman of the Scancor Board. “Firstly, we had to find a new head at Stanford, and secondly we had to drum up stronger local backing to ensure Scancor’s continued existence on the Stanford University Campus. The fight for campus floor space is intense, and many had spotted the Scancor premises, which are attractive due to their Scandinavian design.”

Professor Walter W. Powell was appointed to succeed Professor March, and the Board won the necessary local backing primarily by strengthening Scancor’s professional and academic profile.

“For quite a long time, Scancor had been a receiving member of the Stanford family. We sent junior researchers and doctoral students to the centre, where they could absorb knowledge from one of the world’s leading environments. The Board decided, however, to try and turn Scancor into a contributing member too, by prioritising senior researchers and planning and hosting a range of international seminars and conferences at Stanford.”

10-year anniversary

The celebration of Scancor’s ten-year anniversary in 1999 included a large conference entitled “Samples of the Future.” Since then the centre has hosted several workshops and conferences gathering researchers not just from Scandinavia and Stanford, but from the whole world. “Carriers of Management Knowledge”, “the Roots and Branches of Organisational Eco-



nomics”, “Crossing Boundaries: Economics, Sociology and Organization Theory” and “Transforming New Public Management” were other meetings that attracted prominent researchers to Scancor and resulted in a variety of publications.

“Over the years, Scancor has become a mecca for PhD students from all the Scandinavian countries. It should continue being so, because it is one of the best places in the world to come to in order to learn. But we are also interested in getting more senior organisational researchers to visit Scancor for shorter or longer periods,” says Professor Kreiner. “We focus on organisational research in a very broad sense, and with the location on the Stanford University Campus, neighbour to Silicon Valley, it should be worth a trip for many senior organisational researchers in Denmark.”

“Scancor has previously attracted mainly junior organisational researchers from Scandinavia, but senior researchers are also welcome at Stanford University,” says Professor Kristian Kreiner, Chairman of the Board of Scancor.

Further information:

Kristian Kreiner, Professor
Department of
Organisation and Industrial
Sociology
Phone: +45 3815 2815
E-mail: kk.ioa@cbs.dk
www.scancor.uib.no

New summer university programme

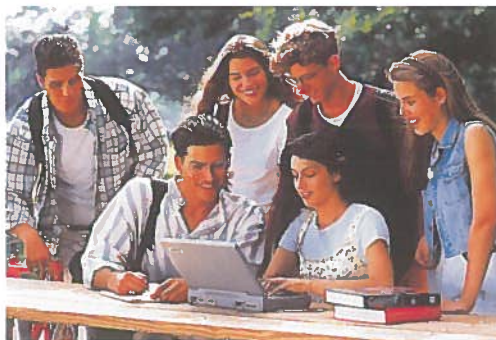
Substantial interest in the CBS international summer university with courses that are different from the regular semester offering.

In the summer of 1999, 55 Danish and international students got to know each other when they enrolled in credit bearing courses in the Copenhagen Business School's first international summer university. This initiative was so successful that the programme was expanded in the summer of 2000 and christened the CBS International Summer University Programme (ISUP). Courses for bachelor degree students were introduced, as well as a wider assortment of graduate level courses. With 143 places for graduate students and 56 for undergraduate students, the enrolment more than tripled. All in all, more than two-thirds of the participants in 2000 were CBS students who took advantage of the opportunity to catch up on a course or two over a summer semester.

"The courses need to have special appeal, and they should preferably give the students other options than our regular semester offering," says Robin Jensen, Director of International Programmes. "Based on new courses offered by international faculty, for example, Entrepreneurship and Leadership, the programme was very successful. Due to the high level of activity, the students performed well and almost all of them passed their courses."

New inspiration from international faculty

"The international faculty adds value to the courses through different teaching approaches, and the international students ensure that problems and issues are viewed from more than one cultural angle," says Robin Jensen. "In particular, the course on Leadership was structured differently from the approach Danish students are used to because it took its starting point in the students themselves as future business executives. In this regard, the group gained first-hand insight into cultural differences when for example, some students – particularly Asian students – had difficulty speaking directly to each other."



Carol Dalglish from Queensland University of Technology taught Leadership. She found teaching in the summer university to be a very interesting experience:

"I have learnt a great deal about teaching in a different culture, to a group of students for whom all but one did not have English as their mother tongue. We had very interesting discussions about the cultural dimensions of leadership and the relevance of different theories across cultures."

Cultural and social sweeteners

As an attraction, particularly to the international students, the summer programme included social and cultural activities, for example a walk through the old streets of Copenhagen with the night watchman, several museum visits, jazz festival concerts in the main city squares, a visit to Malmö and weekend trips to Stockholm and Berlin.

"The CBS Summer University should be viewed as part of the process to internationalise the Copenhagen Business School. Our goal is to develop alternatives to the regular semester courses for students from our partner universities, and preferably activities which will also ensure more places for our own students who wish to study abroad," says Jensen. "With the high number of Danish students on the programme, the international students get to know the Copenhagen Business School as an international university embedded in Danish society."

Approximately 200 students joined the CBS International Summer University in 2000. The mix of Danish and international students fuelled discussions of the cultural dimensions of leadership.

ISUP course offering:

Graduate level:

- Business to Business Managing
- Key Account Management
- Leadership
- Eastern European Business
- Intercultural Marketing
- E-commerce

Undergraduate level:

- Sociological analysis: Characteristics of Danish Society
- International Logistics and Supply Chain Management
- Intercultural Marketing
- Entrepreneurship and New Venture Creation

Further information:

Sussie Lund,
Programme Secretary
International Office
Phone: +45 3815 3096
E-mail: sl.intoff@cbs.dk
www.cbs.dk/intoff/summer/index.shtml

Doctoral schools boost international competence

Doctoral schools will strengthen international competencies for junior researchers on their path from doctoral degree studies to international recognition.

Researcher Development Center (RDC)

The Department of Organisation and Industrial Sociology set up its own doctoral school, RDC, in 1999, both in response to and as a means to achieve continued internationalisation. The researchers of the Department are linked up to a host of international networks and find it imperative to create a new inner coherence in the work of the Department ensuring that their networks are utilised more in the development of all researchers and research students. Using the RDC as a platform, the Department is organising a constant flow of courses, seminars and workshops. They are all aimed at turning the Department into a centre of gravity for theoretical and methodological debate so that both researchers and research students will receive a boost from the international commitment.

“We are also viewing the development of a high-level research environment as a means to take on a new international role,” says Professor Per Hull Kristensen. “Our ambition is to attract researchers from all over the world like the Niels Bohr Institute and the leading US universities do. Our Department has a strong tradition for combining theoretical discussion with qualitative empirical analyses, a tradition we would like to take a step further, ensuring that our research students will be attractive to other research environments, companies and institutions in Denmark and abroad.”

Per Hull Kristensen emphasises that the RDC will also be used as a means to reinvent the supervisory role. In addition, the quality boost provided by the doctoral school should result in a larger number of doctoral students, better doctoral theses and higher completion rates within the standard schedule.

Pivot of European research training

“Over the past 10 years, the European research organisation, the European Doctoral Program Association in Management and Business Administration (Edamba), has played a significant role in raising awareness among European researchers about their common foundation and thus helped to counterbalance uncritical implementation of the American model,” notes Professor Hans Siggaard Jensen, who headed the doctoral school of the Department of Management, Politics and Philosophy until 2001. In other words, Edamba has created European consensus on research training in Europe. The organisation has also been the forum where European business schools could benchmark the quality of their own research training programmes against those of the other schools. The future goal for Edamba is to develop European doctoral schools in areas such as finance, informatics, management, industrial economics and innovation.

Doctoral school for Management and Knowledge

With colleagues from the Department of Management, Politics and Philosophy, Professor Hans Siggaard Jensen initiated a consortium, which was set up in 1999, with a number of European business schools and universities under the name of the European Doctoral School on Knowledge and Management (EUDOKMA). The Department’s own doctoral school for Management and Knowledge, launched the same year, is part of the consortium. EUDOKMA has received funding support from the 5th EU framework programme. In addition, it has been granted Marie Curie Training Site status (previously Center of Excellence status), a seal of approval for the research environment. This status will also give the School’s doctoral students the benefit of a number of exchange months to gather knowledge outside their home base. The initiative is expected to enrich and inspire the research environments of the business schools and universities involved.

Further information about the doctoral school:

Peer Hull Kristensen,
Professor
Phone: + 45 3815 2810
E-mail: phk.ioa@cbs.dk

Further information about the Department of Management, Politics and Philosophy:

Mette Mønsted,
Head of Department
Phone: + 45 3815 2655
E-mail: monsted@cbs.dk

European schools affiliated with EUDOKMA:

- Copenhagen Business School
- ESADE, Spain
- Erasmus University, Holland
- Henley Management College, UK
- ISTUD, Italy
- Kingston University, UK
- Swedish School of Economics and Business Administration, Finland
- Uppsala University, Sweden

Information about EUDOKMA is also available at:

www.cbs.dk/departments/mpp/eudokma/



At the European level, 80 – 100 doctoral students are currently enrolled on the Knowledge and Management courses organised by the consortium. The exchange programme and support from EU funds for Higher Level Scientific Conferences have given many students the opportunity of taking part in the courses and leaving the isolation of their theoretical studies to form networks for exchanging experience with their peers. Another aspect of the research training programme is that the students who complete it, thus receiving the PhD degree at their home universities, will also receive a European doctoral certificate along the lines that we know already from the CEMS cooperation (described on page 14). The dual degree will make it easier for new PhDs to obtain appointments elsewhere in Europe.

The doctoral school for Management and Knowledge is an attractive environment for junior researchers and currently has 29 doctoral students enrolled. Mette Monsted, who is head of the department, emphasises that doctoral students must support and use one another to develop the kind of environment which can strengthen the doctoral school. This is also among the factors pinpointed in the research review carried out by the Danish Research Council.

“We have reached the goals we set when we established the doctoral school. The challenge ahead of us is to consolidate it and develop it further,” says Professor Niels Åkerstrøm Andersen, who took over as head of the doctoral school from 2001.

29 doctoral students are currently enrolled on the Doctoral School on Management and Knowledge. From left: Bent Meier, Anders LaCour, Marianne Fischer, Erik Erno-Kjølhed and Finn Hansson.

Educational know-how to the Baltics

Since the fall of the Berlin Wall in 1989, the Copenhagen Business School has been an active partner in supporting the development of market economics in the regions of Eastern Europe and the former Soviet Union bordering on the Baltic.

MPA systems exports to Poland

Know-how from the CBS MPA programme has contributed to the development of Poland's public sector. Thanks to a DKK 1.4 million grant by the Eastern Europe Aid Fund of the Danish Foreign Ministry, the CBS MPA programme was introduced in Poland through a joint-project with the Economic University of Kraków (CAE). The first MPAs graduated from the Economic University of Kraków on 16 October 1999. The programme, designed in cooperation between CAE and CBS, required the 16 participants to follow both the regular MPA programme at CBS for eight weeks as well as the MPA International Summer School.

Like its Danish counterpart, the Polish MPA is a two-year part-time programme. It is structured along the same lines and has the same target group. The programme is aimed at both present and future civil servants from central government, regional and local administrative authorities and institutions, private companies with affiliation to the public sector and non-profit organisations. The courses, based on the students' experience and the problems they are handling in their jobs, must necessarily also take account of the special problems of an economy in transition. "As a former language officer, I found it incredibly interesting to take part in developing the Polish MPA," says Associate Professor Jens Carl Ry Nielsen, Director of the MPA programme at CBS. "CAE sees a rising need for generalists who can take part in changing a public sector that is still influenced by a combination of its past in a command economy with limited initiative and the present absence of regulation."

MBA part of European project in Poland

The University of Gdansk, Poland, has developed a two-year MBA programme in cooperation with the University of Antwerp, Belgium, Fachhoch-



schule für Technik und Wirtschaft, Berlin, and the Copenhagen Business School. Launched in 1997, the programme enrolled its third MBA class in February 2000. CBS mainly contributes seminars and lectures plus training of the Polish lecturers for the programme. At CBS, the head of the project is Associate Professor Aage Nedergaard from the Department of Management, Politics and Philosophy, who is assisted on the project by Associate Professor Jens Aaris Thisted, from the Department of Operations Management. The project, which receives EU funding support, is one of several EU sponsored cooperation projects with schools and universities in Poland.

Center for East European Studies partner to Russian executive programmes

The intercultural perspective is the core of an ambitious project launched in 1999 to make both Danish and Russian executives better equipped for the cultural exchange. Associate Professor Snejjina Michailova from the Center for East European Studies and Assistant Professor Kenneth Husted from the Department of Management, Politics and Philosophy have jointly developed the theme of "Sculpturing

Associate Professor Niels Mygind, director of the Center for East European Studies, is involved in several education projects in Russia and Eastern Europe, including an Executive MBA in Vilnius, Lithuania.

organisational dynamics in a context: Lessons from and for Danish companies operating on the Russian market" (SODIAC). The project involves several large Danish companies with commitments in Russia such as GN Store Nord, Rockwool and Oticon, which have topped up funding for the project from the Danish Social Science Research Council and a special CBS allocation.

The goal of the project is to develop theories and management tools that fit in with Russian business culture. The key concern is preventing the management and cultural values that dominate North America and Western Europe from being transferred indiscriminately to Russian conditions. In addition, to secure competitive power, future management focus on the Russian market should be shifted far more to learning and innovation.

Master of International Business in St. Petersburg

Associate Professor Niels Mygind, head of the Center for East European Studies (CEES), is in charge of a Tempus Project that developed Russia's first English-language executive Master's programme in 1999.

The project, which runs until the end of 2001, is part of the NEBSEN cooperation (North European Business Schools Educational Network). The primary goals set for the project are developing the Master's programme, strengthening the exchange of students and faculty from the partnering schools and establishing an international office to handle the exchange.

NORLET – end of a success

NORLET (Nordic-Russian Leadership Executive Training) closed down its activities in the existing format when the funding ran out in 2000. Since the start of the project in 1996, more than 450 Russian and Baltic business executives took courses and internships lasting from one to eight weeks.

NORLET was a consortium of leading Nordic corporations and business schools formed to support the development of cooperation and market economics in Russia and Eastern Europe. The Danish partners were the Danfoss company and the CBS Center for Continuing Education. Associate Professor Niels Mygind from the CBS Center for East European Studies is convinced that NORLET has been a great help in giving future Russian executives insight into modern, Western management methods. The project also embodied fruitful cultural exchanges between East and West in the field of business management. All parties involved took part in scrapping old prejudice and setting the foundations for increasing cultural exchange in the area of business organisation and management.

The assessments carried out by all those involved in the NORLET project have been very positive. The programme supported faster, professional development of junior executives in small and medium-sized companies in particular. In addition to giving a large group of Russian and Baltic executives in-depth knowledge about new management methods, the programme was also important for future activities, particularly through the training of the Russian faculty. Also the corporate mentors stressed their own benefits from taking part, and they estimate that many of the participating Russian students have considerably improved their career potential.

An external review of NORLET confirmed the positive views on the programme, which was considered 100 per cent relevant by the students' companies.

The School of Management of St. Petersburg State University is currently expected to carry on the project in some form.

Executive MBA in Vilnius

The Copenhagen Business School is part of a cooperative project to introduce an executive MBA programme in Vilnius, Lithuania, and Associate Professor Niels Mygind is member of the academic advisory council. The programme, organised by the Baltic Management Institute, is implemented primarily using international teaching resources. The first round of the 18-month programme, which was completed by 35 graduates in late 2000, was supported by the EU (ACE-PHARE).

Russian/Baltic Rim Business Studies

The Center for East European Studies has entered into cooperation with the International Summer University of the Danish Society for the Advancement of Business Education to introduce a new summer programme. It includes introductory courses, project work and exam sessions in Denmark combined with a 12-day course at the School of Management in St. Petersburg and a three-day visit to Vilnius. The theme of the programme is opportunities and barriers to business cooperation with companies in Russia and the Baltic states. The first programme was launched in April 2001.

Further information about

MBA in Poland:

MPA Secretariat

Phone: +45 3815 3640

E-mail: mpa@cbs.dk

www.cbs.dk/courses/mpa

Further information about

MBA in Poland:

Jens Aaris Thisted

Vice President for

International Affairs

Phone: +45 3815 2415

E-mail: thisted@cbs.dk

Further information about

CEES:

Niels Mygind, Director

Phone: +45 3815 3032

E-mail: nm.cees@cbs.dk

www.cbs.dk/centres/cees

NORLET Consortium:

Corporate members:

- ABB
- Danfoss
- Fortum
- Norsk Hydro
- Sonera
- Statoil
- Tetra Laval

Academic members:

- Copenhagen Business School
- Helsinki School of Economics and Business Administration
- Norwegian School of Economics and Business Administration
- School of Management of St. Petersburg State University.

NORLET received funding from Ministries in Denmark, Finland, Norway and Sweden and the corporate members of the consortium.

Consortium for MBA, Vilnius:

- Copenhagen Business School
- HEC, France
- Norwegian School of Economics and Business Administration
- Université Catholique de Louvain, Belgium
- Vytautas Magnus University, Lithuania.

Police communication across frontiers and languages

Successful conclusion of the LinguaNet Project where a five-nation consortium researched built and delivered a multilingual, multimediuem system for cross border police communication.

The LinguaNet system is used between nine countries and presently runs in eight languages. There are 50 operational sites most of which are at border locations and central information bureaux. CBS was the leading linguistics partner in the project.

In London, on 29 June 1999, the then UK Minister for Trade, Brian Wilson MP, presented Edward Johnson, Visiting Professor at CBS, with the first prize in the UK National Language Technology Awards for LinguaNet. This event followed another the previous year when LinguaNet was selected by the European Commission as a success story and the CBS team invited to run live demonstrations at the European Commission Telematics Applications Exhibition in Barcelona.

Whilst this sort of public recognition is valuable, the greatest reward is the operational use of a system which was, a few years ago, just an idea among colleagues. The LinguaNet Project provided the opportunity not only to engage in front-line computational, linguistic and communications research but to do it in a real world context and for a real world outcome. Thus, in addition to published papers the LinguaNet team reports progress in highly unconventional terms:

- Stolen Vehicles worth over 5 million Euro recovered from containers at Felixstowe
- Drugs gang intercepted on the Spain/France frontier traced to Manchester
- Abducted child recovered in Holland
- Relative peace at the World Cup football matches at Lens France
- Stun gun attacker in Berlin found in Birmingham.

Origins

The project grew from an academic orientation, which coincided with an operational requirement. Operationally, no fast, safe and multilingual provision for cross border police communication existed in a Europe busily engaged in dis-



London June 1999: The UK Minister for Trade, Brian Wilson MP (right) and the Chairman of the Languages for Export Awards, Sir Peter Parker (left), presented Edward Johnson, Visiting Professor at CBS, with the UK National Language Technology Award for LinguaNet.

mantling its internal frontiers. Academically, no arbitrary text machine translation system could ever deliver translation of a quality sufficient for mission critical communication where an error might result in the loss of a life.

Skills

In the fast moving, market driven, fields of information technology, communications and automated language translation, research and development must draw upon multiple skills. Linguistics, once largely the domain of academic institutions, has become, with the advent of the Internet and related technologies, the focus for vigorous commercial activity within a small number of dominant enterprises. The alternative is the multi-partner, consortium approach involving academic research centres, specialist companies and end users, and this is how LinguaNet was performed.

CBS provided the linguistic backbone; ProLingua provided software and communications engineering; the University of Bordeaux supported the linguistic effort; the University of Leuven set out the laws governing cross border communi-

tion; Philips provided digital radio communications experimentation; the Judge Institute in Cambridge supported the managerial aspects of the project and a multinational team of policemen in six countries was co-ordinated by the Kent County Constabulary.

Specification

The consortium set out to explore, experiment and report on the linguistic, legal, professional and technical issues pertinent to the problem posed. It also completed the practical solution.

Fortunately, the consortium had access to a number of valuable assets which made this possible: the results from the PoliceSpeak and Intacom operational communications projects, first hand experience with the Eurotra project and experience gained from the building of the English/French authoring program Lintext.

In addition, the project was able to build upon a prototype Unix communications system already set up between the two ends of the Channel Tunnel linking the United Kingdom and France. The records from this bi-national system provided the team with the cross border communications data to help specify its multinational successor.

The new system was to be cheap to install, easy to learn and simple to operate by non-technical and non-linguistic staff. It had to provide fast safe and direct communication between police units of any number of countries. It needed interfaces in multiple languages and be capable of translating messages about the basic topics used in real time cross border police operations between those languages with 100% accuracy. It would permit users to utilise less-than-perfect proprietary machine translation programs for gist translations of incoming free text. It would also take advantage of opportunities to combine text with graphics.

The system would be capable of operating on or off the Internet, independently of otherwise incompatible national police computer systems and permit direct exchanges between both static and mobile terminals.

Results

All this was done and delivered in 30 months. Fifty LinguaNet sites in ten countries have now been established. Forty-five of these are operational police sites which use the technology for daily communication and the officers concerned meet up twice yearly at LinguaNet User group meetings. The results are spectacular. Other sites include one which is now experimenting with the relay of multilingual satellite tracking information and another in the United States which

is being used for marketing purposes. At the same time a wealth of resources which may be deployed in further enhancements, other systems and academic research have been produced. These include the CBS collection of multilingual police terminology and the methodology created to assemble it, the seminal legal study by the University of Leuven, the results of experimentation with proprietary machine translation, studies of text/graphics integration and broad band radio transmission. In recent months the experimental value of the project as a whole has been recognised. LinguaNet has run, unfailingly, for over three years and police liaison has grown through the unity created by a common technology. LinguaNet is becoming a benchmark by which other communications endeavours and proposals are measured. Arrangements are being made to consolidate the results of the experiment for those purposes.

What Next?

In addition to enhancing the present system with such technologies as speech to text and vice versa, deeper integration of graphics and seamless access to professional databases, there are several ways in which the success of LinguaNet might be built upon. After all, the basic methodology can be applied wherever the communicative requirements of the participants can be engineered as a series of transactional events using controlled language. Business communications, medical communications and exchanges relevant to distributing manufacturing activities are cases in point. At present however the focus is on the humanitarian project described below.

Disaster Communications

LinguaNet began as mechanism for emergency response to international disasters and it is in this area that one multilingual project is being constructed. A project entitled SUREMIND (Support for Responses to Major International Incidents and Disasters) has the support of emergency services in four countries so far. The work concentrates, initially, upon two critical communications: Firstly, first and subsequent situation reports between shore based response agencies (including pollution alerts). Secondly, casualty details between Casualty Bureaux/Bureaux des Familles of more than one country and to these bureaux from points of rescue. The need for both is very great.

Facts about LinguaNet:

EU programme: Telematics

Applications

Programme domain:

Language engineering

Budget, total: £ 2.4 million

EU contribution: £ 1.4

million.

Participants:

- Cambridge University, United Kingdom
- Copenhagen Business School
- Kent County Constabulary, United Kingdom
- Leuven University, Belgium
- Philips CE BV, Netherlands
- ProLingua Ltd, United Kingdom
- Université Bordeaux 1, France.

Linguanet web sites:

LinguaNet featured as a showcase project:
www.prosoma.lu

LinguaNet within an EU Commission language engineering project:
www.hltcentral.org/projects

LinguaNet main website:
www.hermesdoc.lib.cbs.dk:80/departments/fir/linguanet/

LinguaNet brochure (1996):
www.ProLingua.co.uk/brochure/contents.html

Futher information:

Inge Gorm Hansen
Associate Professor
Phone: +45 3815 3151
E-mail: igh.eng@cbs.dk

Henrik Selsøe-Sørensen
Associate Professor
Phone: +45 3815 3276
Email: hss.fra@cbs.dk

CBS granted European Quality Label

In 2000 the Copenhagen Business School received the European Quality Label. The award was based on European accreditation focused on management development.

The growing internationalisation of activities at CBS requires continuous and systematic benchmarking of its international standards in selected areas. Therefore, in the autumn of 1998, CBS decided to join EQUIS (The European Quality Improvement System). EQUIS provides an instrument for quality assessment and development at institutions operating in the area of management development. To date, 41 European business schools have been accredited under the EQUIS system, among them several of CBS's primary cooperative partners.

"The number of providers of management programmes has skyrocketed in Europe over the past few years. The need for a common set of European quality standards has therefore become greater," says Vice-President Bente Kristensen. "As a basic principle, the EQUIS system uses the institution's own goals as the starting point for its assessment, and it analyses the institution's capability of achieving these goals. In addition, EQUIS is targeted directly at business schools and similar providers of management development education. We therefore expect that our EQUIS accreditation will be an added incentive for improvement and development at CBS," says Kristensen.

Terminology confusion

Terms such as reviews, audits, accreditation and benchmarking may create a certain degree of confusion. But through the fog, in the ongoing effort to develop a European educational space, the concept of accreditation has gained ground. It seems generally recognised that programmes which are offered across borders depend on quality assurance in the form of certification or accreditation. Opinions differ, however, on determining who should be responsible for accreditation, what the accreditation should be concerned with and who should define the standards to be applied.

CBS has several instruments in its quality assurance toolkit. Assessments are used continuously for internal quality management, and they are complemented with a range of reviews by external bodies, including the Danish Quality Review Institute. CBS has also been the subject of a CRE Audit, a quality assessment focused particularly on strategic goals, quality management and change capacity. Since being awarded EQUIS accreditation, CBS is taking part in a benchmarking project in 2001.

Comparison with other universities

The goals defined in the CBS development contract for 2000 – 2003 include developing a basis for assessing its international standards in selected areas by systematic benchmarking and creating incentives for continuous improvement and development.

The key objective of benchmarking is identifying good practice. The project will allow CBS to compare a range of selected areas with those of other universities to identify strong and weak points and learn from its peers. Another 10 European universities are taking part in the benchmarking project, among them Amsterdam University, London School of Economics, the University of Lund, Sweden, and the University of Maastricht.

The areas selected for benchmarking are Strategic Management, Policy and Strategy, Management of Teaching, Learning and Assessment and Marketing the University. The project will be completed in late 2001.



Bente Kristensen, Vice-President of CBS, points to the need for common European quality standards, accentuated by the steeply increasing number of management education providers.

Further information:

Bente Kristensen, Vice-President
Phone: +45 3815 2050
E-mail: bk.ls@cbs.dk

Information about EQUIS is available at:
www.efmd.be



Students win international awards

Rising numbers of CBS students are entering international prize competitions, thus testing their own skills. Several of them are winning.



Two MSc students, Claus Groth-Andersen and Jacob Fritz Hansen, won an international prize competition with a case on Nokia.

In 1998 two MSc students, Claus Groth-Andersen and Jacob Fritz Hansen, won an international prize for their case entitled 'Nokia and the Cellular Phone Industry'. The case was later published by the European Case Learning House for use by other education institutions all over the world.

The same year a group of third-year students from BSc Programmes at CBS won the distinguished Marshall International Case Competition in California, also known as "the Superbowl of Undergraduate Scholastics". The students beat out 13 teams from some of the best North American, Australian and East Asiatic universities. The competition requires students to solve a real-life problem for an existing company. After receiving the presentation of the company and the problem, each team of students has 24 hours to analyse and develop the best possible solution based on the disciplines of management, finance, accounting and marketing. The submitted solutions are then assessed by a panel of senior executives, consultants and theorists.

A good mentor is indispensable

Jacob Fritz Hansen, award winner and now secretary to the Minister for Research, thinks many students can gain valuable experience from taking part in international competitions, but they need backing from their academic home base: "Having a mentor who knows what it's all about is important for students interested in joining an international competition. Once students have

decided to go for it, the competition means good training in independent learning and keeping deadlines."

The four "Superbowl" winners also endorse the importance of a good mentor: "We received fantastic backing from our supervisor, Stephanie Hadler, who provided both academic supervision and moral support before and during the competition," note Max Heimann (BSc), Kristian Ebbensgaard (BSc, International Business), Sigurgeir Gudlaugsson (BSc, International Business) and Peter David Gruhn (BSc, International Business).

Prizes also assist national positioning

In retrospect, Stephanie Hadler believes the Superbowl victory had two significant results: "First, we managed to transcend some internal boundaries at CBS when we made up a team from different study programmes. Secondly, it is vital for CBS to be positioned as a school with international competitive power, not just in the international arena, but also – and perhaps especially – in relation to Danish companies which, unlike the American business community, do not consider the bachelor degree that valuable," says Hadler.

She hopes the students' success in international competitions will help attract attention to the Copenhagen Business School and its qualities, and she encourages more students to trust their own skills.

Max Heimann, Kristian Ebbensgaard, Sigurgeir Gudlaugsson and Peter David Gruhn, 3rd year BSc students, won the Marshall International Case Competition. Their mentor, Stephanie Hadler, joined them in California for the competition.



Further information:

Stephanie Hadler,
Administrative Officer
Phone: +45 3815 2528
E-mail: swh.int@cbs.dk
www.cbs.dk/departments/int

Participants in the Marshall International Case Competition 1999:

- Carnegie Mellon University
- Chinese University of Hong Kong
- Copenhagen Business School
- Hong Kong University of Science & Technology
- Indiana University, Kelley School of Business
- McGill University
- National University of Singapore
- Pennsylvania State University, Smeal College of Business Administration
- University of California, Berkeley, Haas School of Business
- University of Illinois at Urbana-Champaign
- University of Melbourne
- University of Pennsylvania, Wharton School
- University of Southern California, Marshall School of Business
- University of Texas, Austin.

More information about the competition is available at:

www.marshall.usc.edu/main/media/news/superbowl.html

E-learning and CBS Learning Lab

The Copenhagen Business School is poised to become the locomotive for the development and implementation of virtual education programmes in Denmark. Among the requirements is a break with traditional teaching approaches.

In recent years CBS has launched several new programmes designed for internet-based learning and also introduced virtual elements into existing programmes. Since September 1999, Part II of the HD programme in Marketing Management has been offered on a purely virtual basis in parallel with the existing traditional programme. The theoretical foundation and contents are new, and the pedagogical approach has been shifted from teaching to learning. The students are linked-up in a network, all education materials are digital and both written work and exams are handled over the net.

Virtual variety

In addition, CBS provides several other education offers that are more or less independent of time and place, for example a Global Executive MBA introduced in cooperation with INSEAD's Center for Advanced Learning Technologies and the Swedish Export Council. It is also partner, with a range of international universities, to the Global e-management executive MBA (GEM).

In early 2001, CBS presented another new Master's programme in Management Development (MMD) with significant virtual elements, and the MBA in Shipping and Logistics that will be launched in September 2001 is based on the e-learning approach. In addition, CBS has a stake in a Master's programme on ICT (Information and Communication Technology) and Learning offered under the auspices of IT University West based at Aalborg University.

Programmes with an edge

The Copenhagen Business School has recognised the opportunities in providing virtual continuing education to the business community, including short courses of the type previously organised by the business graduate associations. In addition, CBS is planning to challenge corporate universities and design customised company courses.

"The requirements for the development and implementation of the virtual classroom are very different than for tradition teaching," emphasises Ib Andersen, Director of the Teaching and Learning Advisory Unit.



CBS has joined two consortia in order to gain greater strength in the sphere of virtual education; one is a national consortium called Virtual Education for Business, which offers continued education to companies based on the e-learning approach, the other is an international consortium called MyB-School, to which CBS contributes primarily pedagogical concepts, but also full programmes and course modules.

Technology platform

In the process of switching to virtuality on several study programmes, CBS is currently implementing the Site Scape Forum, which is a technological platform that can be used for communication, dialogue and distribution. It supports both asynchronous discussions on a class or group basis and scheduled chats between teachers and students.

The future development of e-learning at the Copenhagen Business School will be administered by a dedicated centre, the CBS Learning Lab, established in April 2001 as a branch-out from the existing Teaching and Learning Advisory Unit. The Learning Lab will undertake a broad spectrum of consulting and development services related to education activities at CBS with particular focus on integrating information and communications technology. The centre will, for example, provide on-going ICT-oriented pedagogical assistance, including training for both course and programme directors and the teaching staff in general. It is also planning to offer courses that will strengthen the teachers' qualifications for designing and running virtual courses based on a project and case oriented approach.

Partners to the VEE consortium:

- Copenhagen Business School
- Aarhus Business School
- University of Southern Denmark
- Business and Engineering College, Herning
- Learning Lab Denmark
- Danish Commercial and Service Employers' Association
- Confederation of Danish Industry
- Danish Bankers' Association
- Association of Danish Business Graduates
- CBS Continuing Education Center

Partners to the international consortium, MyB-School:

- Copenhagen Business School
- SDA Bocconi, Milan
- ESADE, Barcelona
- Henley Management College, London
- IBM.

Further information:

Ib Andersen, Director
CBS Learning Lab
Phone: +45 3815 2782
E-mail: ia.dps@cbs.dk
www.dps.cbs.dk

Virtual research centre supports change processes

Four Danish Universities have joined forces to help strengthen the managerial competencies of small and medium-sized enterprises in transition to the knowledge-based economy.

The Copenhagen Business School, the Aarhus Business School, Aalborg University and the University of Southern Denmark have teamed up to establish a new research centre for Management, Organisation and Competence, called LOK. It is a virtual centre, without walls, designed to work as a hub for a wide range of activities implemented in the research environments of the four constituent universities.

"The purpose of the centre is to provide knowledge and insight into the three research fields of management, organisation and competence through ongoing interaction with the firms involved. The primary task will be supporting small and medium-sized enterprises (SMEs) in implementing managerial and organisational change and developing the competencies required to gain a leading edge in future competition," says Research Professor Flemming Poulfelt from the Department of Management, Politics and Philosophy, who is heading the centre.

Innovative cooperation

The research centre is co-funded by a government initiative with the objective of accelerating innovation in management, organisation and competencies.

"The Government's expectation for the role of the research world is that it can create coherence of theory and practice, contribute to systematic method development, serve as inspiration for Danish companies thus developing a business environment focused on experimenting and reflection," says Jens Nyholm, Deputy Director of the Ministry of Trade and Industry. Nyholm emphasises that the centre also represents a new approach to industrial policy, meeting existing needs for new research.

Finn Junge-Jensen, President of CBS, says this is a unique type of centre, because it is the first research cooperation between four Danish universities and four ministries, the Research Ministry, the Ministry of Education, the Ministry of Labour and the Ministry of Trade and Industry.

"If a small country like Denmark is to stay competitive in international markets, cooperation across institutions with diverse resources and skills is the right approach. I therefore see the LOK Center as a challenging and trail blazing initiative."

Strength from diversity

The virtual structure of the centre is a strong point, comments Poulfelt.

"Naturally, the four universities have differences; but for the centre as a consolidated whole, I consider this a strength. The diversity enables us to draw on a variety of research traditions, resources and qualities and, in addition, our regional contacts and stakeholders. Of course, we are not all that different, and the unity of the centre is ensured by our shared field of interest. Our vision is to develop the centre into a national hub for insights and knowledge on SMEs in the three research fields in which we aim to be attractive partners to both companies and other stakeholders and build an international profile."

Great activity

Since the centre was established in mid-1999, its activities have included an opening conference, workshops, seminars, user conferences, doctoral research courses and, to mark the end of 2000, a research conference for all projects under the LOK programme. The events planned for 2001 include initiatives of a similar nature at a sustained high level of activity, naturally in addition to the specific research projects.

"We have reached a high rate of productivity, and results are beginning to emerge. We are therefore ready to focus on communicating them, for example by publishing more books," notes Poulfelt.



Human resources – competitive power of small enterprises (ed. Professor Henrik Holt Larsen) was published in conjunction with a LOK user conference on HRM in small and medium-sized enterprises held in the spring of 2000.

Further information:

Flemming Poulfelt,
Research Professor
Phone: +45 3815 3638
E-mail: fp.lpf@cbs.dk
www.lok.cbs.dk

Executive education

The rising need for continuing education among executives has prompted CBS to launch a wider range of executive Master's programmes, and several new programmes are in the pipeline.

MBA in e-commerce

In cooperation with a strong international consortium, the Copenhagen Business School has launched a Global e-management executive MBA programme (GEM), anchored in recognised research environments with expertise in electronic commerce and management.

The GEM programme, primarily centred on Business, Technology and Policy and Law, has been designed for executives, decision makers and innovators engaged in international e-business. The distinctive feature of the programme is its international orientation and study environment, with students cooperating on case studies worldwide using computers and other electronic communication media. This study process is supported by three international, process-oriented seminars training students in intercultural problem solving methods. Taking the change rate in the e-business sector into account, the GEM programme is more intensive than the standard MBA structure, with a duration of 16 months. To date, two classes have been launched in Copenhagen.

Master's in Management Development

The Copenhagen Business School is also offering an executive Master's programme for experienced managers with responsibility for management processes and organisational development. This programme, which is unique in the international world of management programmes - with process management as its core theme - began in February 2001. For the first time executives have the opportunity to take a specialised continuing education programme that provides action-based competencies to guide human resource development and organisational processes.

"The knowledge society is dissolving long established ideas of the best way to structure and control business organisations. This programme therefore provides executives with qualifications to define alternatives to solutions and standards

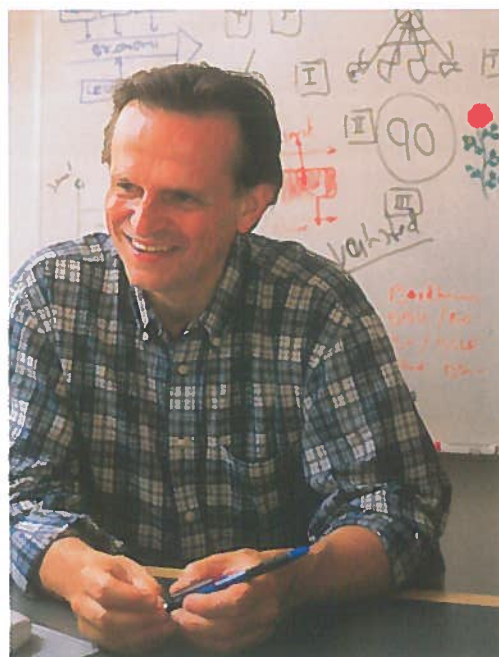
rooted in the past. Through their own reflection and practice, the participants will develop a personal platform for inspiring an open strategic action space for the managers and staff of their companies," says Associate Professor Jan Molin, who is the founder and academic head of the new programme.

A radically different approach

The goal of the new executive Master's programme is developing the participants' capability to handle the necessary managerial and organisational upgrading of their companies. "In the IT world in which modern companies are operating there is a growing need to take activities across the functional and departmental boundaries defined in the pre-IT era. Process management is now a crucial instrument in organisational transformation processes," notes Molin, who views the programme as a breakthrough opportunity for managers heading both public and private sector organisations.



Professor Niels-Bjorn Andersen heads the Danish part of the international Global e-management executive MBA.



Associate Professor Jan Molin has academic responsibility for the new executive Master's programme in Management Development centred on process management.



MBA in Shipping and Logistics

The new MBA programme in Shipping and Logistics that will begin in September 2001, is backed by organisations in the Danish shipping industry and several transport and shipping related colleges in the Nordic countries. The goal of this initiative is to better equip the Nordic shipping sector to compete for staff with management potential when the industry undergoes an expected shift of management practices in the near future. The industry-related, international MBA programme will recruit students from among senior and middle managers of all types of companies engaged in shipping operations in the Nordic and Baltic regions in particular.

Great demand for executive education in shipping

Carsten Melchior, head of the European Maritime Development Center and co-developer of the new MBA programme, expects the degree programme will fill a current gap in the education of executives in this trade. Shipping is among the largest export industries in Scandinavia, and in Denmark alone the industry employs about 50,000 people in companies with an aggregate turnover of more than DKK 100 billion. This position is threatened by the unfilled need for renewal and improvement of the education opportunities for the industry. "It is necessary to establish an internationally recognised programme for the industry as a whole, in order to commit ship owners to allocate the funds required for continuing education of their people," says Melchior.

At the same time the programme will be part of the solution to the recruitment problems of the shipping industry, convincing young people of the opportunities of a prosperous, lifelong career in shipping.

"This executive programme will build a bridge between the maritime industry and the academic world. The goal is to present a career structure to young people who will be future executives in the maritime sector," says Associate Professor Tor Wergeland from the Department of International Economics and Management, who is responsible for the programme. To accommodate the extensive travel in the industry, the major part of the courses will be planned as virtual modules.

MBA for the construction sector

Responding to repeated requests from the building and construction sector, CBS will expand its MBA portfolio with a programme customised to the special management conditions of the building and construction sector, starting in February 2002.

Professor Kristian Kreiner from the Department of Organisation and Industrial Sociology, whose research has targeted the organisation and management conditions of the industry for several years, is heading the development of the programme in close cooperation with the industry.

A new MBA programme in Shipping and Logistics will strengthen the education opportunities for the maritime sector, attracting management potential to Nordic shipping.



A new MBA programme for the construction industry is in the pipeline. The programme aims to boost the low productivity development in the construction sector.

“The MBA programme is intended to be a tool for increasing the very low productivity development that has characterised this industry for several years. Our goal is to secure better understanding and communication of conditions, such as the time dimension of construction projects, balancing aesthetics and economy and the widely used project organisation format, which create barriers and dilemmas for the management of construction projects,” says Professor Kreiner. The programme will be based on the regular MBA programme at CBS. For the problem areas that involve stakeholders who are particular to this industry, it will be complemented with perspectives relevant to architects, engineers, contractors, investors and other managers of organisations engaged directly or indirectly in building and civil engineering production.

Center for Continuing Education offers international management development

The CBS Center for Continuing Education provides new executive development programmes with a distinct international profile.

Global Executive MBA programme

Each year since 1999, a class of 25 Swedish executives have enrolled on a two-year Global Executive MBA programme developed by CBS-CCE for the Swedish Export Council. The programme primarily focuses on issues of relevance to small and medium-sized enterprises both in the local and the global marketplace. The modular programme starts and ends in Copenhagen, but is otherwise implemented in seven different parts of the world, including Shanghai, St. Petersburg and Los Angeles. The students are taught by the best international professors, headed by Professor Per Jenster from CBS. “We have effectively decompartmentalised the traditional systems of the education institutions involved. We need no premises and find ideal partners all over the world. The Export Council

serves as our distribution system. Its offices all over the world can help the students build contacts in the local business communities,” says Professor Jenster.

Programmes are branching out

The Programme for International Managers in Europe, PRIME, which has been implemented four times, takes place in five countries in an ever closer cooperation between the CBS Center for Continuing Education and five other CEMS schools. Each year, the participating executives gather for a week in Copenhagen to put the capstone on the five-week development programme. From 2002, a new design is planned for the PRIME concept.

After nine years of success for the Management Academy of the Service Industry, organised for a consortium of trend-setting Danish service companies, the CBS Center for Continuing Education has introduced replicas of the concept in a number of other companies.

Local authority chief executives get their own development space

An 18-month modular development programme for local authority chief executives has been launched in cooperation between the CBS Center for Continuing Education and the Local Authority Training Centre. With this initiative, CBS-CCE accommodated many public sector executives who have requested this type of programme for a long time but found the CBS MPA programme too comprehensive. They are now offered a ‘development space’ that allows them to interact on their own premises with university professors and process consultants. They can use it to exchange experiences, get new inspiration and review issues from their jobs in a more theoretical framework. The first programme will be completed in mid-2001.

Moving frontiers

“We have developed a touring MBA programme for the Swedish Export Council. We have inspired the Falck Group to launch a transnational programme for its executives. We have allowed executives from the national police service to do project work in private companies. We have placed the heads of the Ministry of Education in multi-functional action learning teams. And in our other programmes, we have focused strongly on networking participants across traditional barriers. Overall, I think we have broken new ground,” says Peter Stolt, Managing Director of the Continuing Education Center.

Further information about GEM:

Niels Bjørn-Andersen,
Professor
Phone: +45 3815 2424
E-mail: nba.hl@cbs.dk

Universities of the GEM consortium:

- Athens University of Economics and Business
- Copenhagen Business School
- Daniels College of Business, Denver
- Erasmus University
- ESADE Business School
- Georgia State University, Atlanta
- I.T.E.S.M. Campus Monterrey, Mexico
- Norwegian School of Economics and Business Administration
- Reykjavik University
- University of Cologne.

Further information about MMD:

Jan Molin,
Associate Professor
Phone: +45 3815 2803
E-mail: molin@mmd.cbs.dk
www.mmd.cbs.dk

Further information about MBA in Shipping and Logistics:

Anne Mette Dissing,
Programme Director
Phone: +45 3815 2515
E-mail: amd.int@cbs.dk
www.cbs.dk/departments/int/shippingmba

Further information about CBS Center for Continuing Education:

Peter Stolt,
Managing Director
Phone: +45 3815 2007
E-mail: hhe@cbs.dk
www.hhe.dk

Further information about MBA for the construction sector:

Kristian Kreiner, Professor
Phone: +45 3815 2800
E-mail: kk.ioa@cbs.dk

Centre for Hospital Management

New research centre administers treatment to management structures in the Danish hospital service.

The FLOS centre, Research Centre for Hospital Management and Organisation, is hosting a five-year network-based programme that will include fundamental research aimed at generating knowledge on the scope for organisational change and managerial innovation in hospitals.

The challenge of health service transformation

Over the next three years, the senior and junior researchers of the centre will carry out eight major projects, headed by Professor Finn Borum from the CBS Department of Organisation and Industrial Sociology.

“The Centre has recruited researchers from both universities and government research institutions to ensure that the projects incorporate both fundamental research and an application-oriented perspective. The network format will also underpin and maintain more long-term competencies, for example, through research training, model design and development of new consulting and management skills. In addition, it allows us to secure and retain research-based education components for the hospital service,” says Finn Borum.

When the centre was inaugurated in early 1999, the affiliated researchers presented their projects as well as their first publication, the anthology, *When management ambition meets practice. The challenge of hospital and health service transformation in Denmark and Sweden*. The book, published by CBS Press, reflects the centre's theoretical and empirical foundations taking stock of existing knowledge.



Based on practical realities

The FLOS team includes several top-flight doctoral students with substantial insight into the principal aspects of the hospital sector gained through previous analyses and practice. Maintaining close links to the practical realities of hospitals is the core idea of the centre's research. Several projects comprise analysis of functional units, management models and current hospital centre structures, with focus on specific transformation processes. A sub-analysis of the centre structure of the National University Hospital looking into functional and symbolic aspects of this structure has been published already.

“The National University Hospital found the cooperation on this evaluation of our centre structure very valuable. The report has been submitted to internal committees for discussion, and its conclusions were very well received,” says Jørgen Jørgensen, Managing Director of the Hospital.

International links

The centre also has collaborative links with researchers at universities abroad, who are engaged in similar theoretical and empirical studies. The specific results of the cooperation include research workshops, international conferences and seminars, and several doctoral students have been on research visits to other centres.

Changes of hospital management can hardly be implemented by means of a layer cake— as in this picture from “the Kingdom”, the feature film by Lars von Trier. FLOS will, however, uncover the scope for management innovation at hospitals.

Further information:

Marianne Risberg,
Administrative Officer and
Finn Borum, Professor
Phone: +45 3815 2809
E-mail: mr.ioa@cbs.dk /
fb.ioa@cbs.dk
www.cbs.dk/departments
/ioa/flos

FLOS:

Partners: Copenhagen Business School, Aalborg University and the Institute for Healthcare Services.
Budget: DKK 27.1 million.
The Health Ministry has contributed DKK 16.7 million, whereas the remaining funds are provided by the research institutions, the Research Academy, the Copenhagen Hospital Corporation, Sygehus Fyn/Rambøll, the County of North Jutland and the Healthcare Foundation.

Projects:

- Healthcare Planning in an Interorganisational Perspective
- New Public Sector Management
- Organisation and Knowledge
- Change Processes and Strategies
- Medical Management
- Dialogue Management of Quality and Resources
- Interdisciplinary Aspects of Hospital Development Illustrated through Quality Circles
- Organisational and Staff Development at Hospitals.

Research in a high-growth area

The Department of Informatics' research in ICT in the private and public sector has potential to put Denmark on the e-commerce world map.

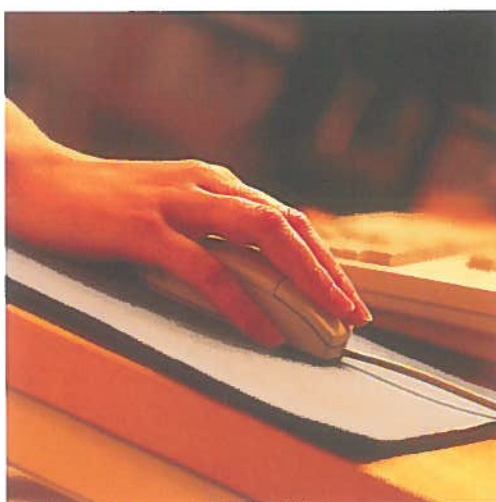
The core activity of the Department of Informatics, set up in the spring of 1998, is research focused on information and communications technology (ICT), more specifically the development, use and management of ICT in private and public sector organisations.

"Our ambition is covering the management area as a whole. However, the Department's capacity sets some limits on the number of different applications and development fields we can cover," says Bente Elkjær, head of the Department. She describes the Department's research as primarily application-oriented, though it integrates elements of fundamental research as well.

Project for user-friendly IT

A key example of the integrated approach is the DIT Project on Design, Interaction and IT interfaces, headed by Associate Professor Janni Nielsen. The goal of this project, which is carried out in an inter-institutional cooperation involving researchers from Roskilde University and the Copenhagen Business School, designers from the Danish Design School and selected web-design companies, is building knowledge to be used in the development of more user-friendly IT interfaces. In addition, the researchers expect to identify areas that will benefit from development of new IT-based tools and methods.

"Interfaces are often designed without a real user perspective. If you click through a random variety of web pages, for example, you are often left with the impression that the web designer was carried away by the technical possibilities available, giving no thought at all to the aesthetic dimension. On the other hand, you may come across websites that almost seduce the user because their design is overly aesthetic. But what's the point of aesthetics, if the website is impossible to use? And who's interested in the efficiency of a database, if users cannot handle the interface?" notes Nielsen. She believes sensible design can solve some of these problems.



The Center for Electronic Commerce has an important role in the development of e-commerce, e-business and e-management research in Denmark and abroad.

"Danish design has gained a reputation for creating a higher-order unity of aesthetics and functionality. One reason for this success is that the focus of the designers is on the user, not the design process. In line with this tradition, the driving force behind our project is the wish to contribute to more aesthetic, functional and easy interaction," concludes Nielsen.

Center for ICT in policy organisations

Under the umbrella of the Department of Informatics is the Center for Research on Information Technology in Policy Organizations (CIPS), engaged in research on ICT induced changes facing individuals, organisations and society in general.

"Our research is aimed at problems of implementation, consequences of ICT, best practices and also the learning and development opportunities IT can provide. The objective of the Centre is to create a Danish forum for research on ITC use in policy organisations, including the public sector. A second goal is gathering, developing and disseminating the knowledge that already exists in this area," says head of the centre, Associate Professor Kim Viborg Andersen.



"The Department of Informatics relies on its e-learning experience in developing a future net-based programme, Mobile Organizations and IT," says Bente Elkjær, head of the department.

Center for Electronic Commerce

The Center for Electronic Commerce (CEC), established in September 1998 with the objective of conducting research into e-commerce, e-business and e-management, is also a part of the Department of Informatics. Its goal is to become a national and international knowledge centre through research on all types of IT interaction between independent financial actors in business-to-business, business-to-consumer and business-to-government processes.

Electronic commerce has top priority in the government's IT action plan, as pointed out specifically by the Prime Minister in his New Year address to the nation. The pace of international development in this area makes it imperative to allocate extensive resources to research and education to keep Denmark in the premier league.

"From a strategic perspective, CBS can become the focal point of the reinforced initiatives, making CBS a world-class business school and Denmark a frontrunner in e-commerce and e-management," says Professor Niels Bjørn-Andersen, who heads the Centre.

Interaction with practice

The greater part of the Department's research is conducted in close cooperation with business. In addition, the Department has cooperative links with international research institutes and public institutions in Denmark and the EU. Its funding resources are provided through EU and Danish

research programmes, projects for particular companies and multi-client studies. The Department's current project portfolio includes: Knowledge Management in E-business; Diffusion and Adoption of EDI in Denmark; E-learning for On-site Training; Software Process Improvement and Organisational Learning.

Education activities

The education activities for which the Department of Informatics is responsible include the Bachelor and Master's programmes in Business Administration and Computer Science and a Master's programme in Electronic Commerce (EBUSS) offered in cooperation with the IT University. In addition, the executive programme, Global e-management executive MBA, is managed by the Department, which is also involved in the executive programme for ICT and Learning at Aalborg University under the auspices of IT University West. The two executive programmes are offered as a combination of online and face-to-face courses.

"The Department's staff, both academic and administrative, has gained substantial experience in e-learning from the development of these programmes. It is now used as a stepping stone for the planned net-based programme, Mobile Organizations and IT (MOBIT), to be offered from 2002," concludes Elkjær.

Further information:

Bente Elkjær,
Head of Department,
Phone: +45 3815 2413
E-mail: elkjaer@cbs.dk
<http://www.cbs.dk/departments/inf/>

Further information on CIPS:

Kim Viborg Andersen,
Centre Director
Phone: +45 3815 2437
E-mail: andersen@cbs.dk
<http://www.cbs.dk/cips>

Further information on CEC:

Niels Bjørn-Andersen,
Professor
Phone: +45 3815 2424
E-mail: nba.inf@cbs.dk
<http://www.cec.cbs.dk>

Language technology – education and research

The Department of Computational Linguistics conducts research into the formal description of professional language for linguistic data processing and provides a variety of courses and study programmes in language technology.

The Department of Computational Linguistics is responsible for education and research into the aspects of information technology that involve language. In recent years the Department's research has focused on language content, with computer-assisted terminology, semantics and knowledge modelling as the core fields. The research results are used for example in automated translation, automatic text summarising, content-based information retrieval, dialogue systems and user interfaces which can handle written as well as verbal input.

With 200 active students, the Department is the largest site offering education in computational linguistics in Denmark. It has developed a broad range of courses and programmes focused on linguistic technology for all competence levels. All courses are net-supported, and all course materials and syllabus descriptions are distributed on-line. Virtual learning environments are tested on an ongoing basis, and 80 per cent of teaching takes place on-line, either during classes, at home or in the computer rooms at CBS.

Developing linguistic technology resources

"The area of computational linguistics is attracting increasing interest, for instance in tools for handling language and communication, and the international language technology industry is expanding rapidly, particularly companies that develop speech technology and automated translation tools," says Sabine Kirchmeier-Andersen, who heads the Department. "However, Denmark is lagging behind in establishing basic resources such as technology-based descriptions of Danish, including computerised dictionaries, grammars and data archives with examples of written and spoken Danish. Progress is therefore not being made at quite the same pace as it is abroad."

The Department of Computational Linguistics cooperates with similar research environments in Denmark to develop the required resources, and is also engaged in a project to build a very large word database launched by a task force entitled 'IT in Danish' appointed by the Ministry of Research.

Research-based teaching

"We feel our primary obligation is to create the research foundation for the development of Danish linguistic technology and provide our graduates with the skills required to take part in implementing the new technology in companies. Because development is so fast, teaching simply has to be handled by researchers who are engaged in current research projects," notes Kirchmeier-Andersen.

The Department of Computational Linguistics has close cooperative links with the DANTERM Centre. Through the Centre's research projects, the Department has access to extensive data material such as electronic documents, and also to practical results from companies using language technology. The data are used in case studies developed for the courses offered by the Department.

The Department is also partnering several national and international research projects, among them the Research Council project Onto-Query, a cross-disciplinary project aimed at developing theories and methods for information retrieval from text databases, the EU project IGLO to produce software to be used in learning Germanic languages, and the CAOS research project which is developing a graphic instrument for the semi-automatic design of terminology systems based on user-entered information.



"A principal obligation of the Department of Computational Linguistics is providing the research foundation for the development of Danish language technology," says Sabine Kirchmeier-Andersen, who heads the Department.

Study programmes of the Department of Computational Linguistics

- BA in IT and English (language technicians)
- MA, Computational Linguistics (language engineers)
- PhD, Computational Linguistics (linguistic researchers)
- MLA – Master of Language Administration (language administrators)

Further information:

Sabine Kirchmeier-Andersen,
Head of Department
Phone: +45 3815 3123
E-mail: ska.id@cbs.dk
www.id.cbs.dk

DANTERM Centre consolidates terminology

Clarification of the content of specialised concepts is a requirement for professional communication in any language. The DANTERM Centre supports standardisation of terminology.

The DANTERM Centre contributes input to quality assurance and the standardisation of the terminology work of companies and organisations. The Centre, which is the first of its kind in Denmark, has built expertise in terminological working processes, knowledge and data structuring and development of IT applications for terminology work, principally term databases. Knowledge about terminology and how to clarify and systematise specialised concepts is essential for the development of other IT systems.

The DANTERM Centre, established by the Danish Terminology Group in 1998, operates as a commercial foundation. The Centre continues the research and development work carried out for many years by the Terminology Department and the Department of Computational Linguistics at the Copenhagen Business School. The Board of the Centre includes representatives from the Confederation of Danish Industry, the Danish Chamber of Commerce, the Danish Bankers' Association and the Danish Standards Association.

Organising and managing knowledge

"Cross-border trade and exchange of information generate increasing needs for efficient and precise communication in Danish and other languages. In the translation of specialised texts it is therefore imperative to have access to clear definitions of the content and boundaries of special concepts and to register them in a format that allows translators to retrieve them again quickly," says Senior Associate Professor Bodil Nistrup Madsen. "The use of many types of IT systems for storing, search and exchange of information depends entirely on unambiguous concept definitions. The areas in which this is of special importance are systems for automatic processing of large volumes of information, electronic commerce and digital document management."

Another focus area of the DANTERM Centre is the development and use of administrative systems, for example for project management (in the construction of hospitals, bridges, metro-lines, etc.) and for electronic registration of

patient data at hospitals, where exchange and statistical comparison of information is vital.

Contract projects with the business community

The Centre is involved in a contract project involving six major Danish companies, Danske Bank, Unibank, Krüger, Crisplant, Dandy and Danfoss, and three research institutions, CBS, the University of Southern Denmark and the Department of Business Informatics, Kolding. The goal of the project, which is funded by the Danish Agency for Development of Trade and Industry and the Research Councils, is building company-specific databases and integrating them with for example electronic dictionaries, translation workbenches and spell- and grammar checkers. In addition, the project supports the drafting of corporate language policies.

"The companies have a range of sophisticated programs, which can be used more efficiently. We can help them make the right decisions on the design and technical development of term banks for example, and we are also involved in implementing them in the companies," says Madsen. "We may also assist companies in implementing translation workbench systems. Translators, for example in the banking sector, are frequently handling standardised texts or texts in which the same terms occur over and over again. Here, workbenches are still a huge untapped translation resource."

The DANTERM Centre serves as bridge builder between the research environments and the business community. The cooperation provides access to new research results for the corporate partners to the contract project, while at the same time it assists innovation in research and education.

Solid links to all significant terminology centres in Europe offer direct access to the latest developments, and the Centre's close cooperation with the Department of Computational Linguistics is an indispensable asset for its role in the contract project.



"The DANTERM Centre supports companies in designing, developing and implementing terminology banks," says Bodil Nistrup Madsen, Centre Director.

Further information:

Bodil Nistrup Madsen,
Senior Associate Professor
Phone: +45 3815 3374
E-mail:
bnm.danterm@cbs.dk
www.danterm.dk

Sponsors – a helping hand

Funding resources from companies and individuals are helping to secure a lead for CBS in international research and education.

Over the past few years generous companies and individuals have sponsored several CBS activities, underpinning the School's goal to be a truly front-running international business school.

FUHU hall of residence in the old city of Copenhagen

The Society for the Advancement of Business Education (FUHU) has made a residential facility available to CBS. It has 24 rooms for students and two flats for visiting professors and is located at Tordenskjoldsgade, in the old part of Copenhagen. This is a welcome help in managing the difficult job of providing accommodation for exchange students and visiting professors.

Villa Carinya

The Society has recently inherited a unique gift from Alice and Paul Fabricius. The couple donated their beautiful home, Villa Carinya, in Hillerød north of Copenhagen, to the School. It will become available to CBS either as a guest residence for visiting professors or as an honorary residence for a CBS professor.

Accommodations for visiting professors

In the course of 2001, the new visiting professor house, located on the CBS campus, will be thoroughly renovated. It will have six attractive flats, which CBS can offer its international guest professors.

Professorships

CBS has received donations for appointing five research professors and 10 international visiting professors, a crucial boost to both internationalisation and quality development at CBS.

Lecture halls

Eight companies are sponsoring new lecture halls: BG Bank, Tuborg, Danske Bank, KPMG, Accenture, House of Prince, PriceWaterhouseCoopers and Arthur Andersen.

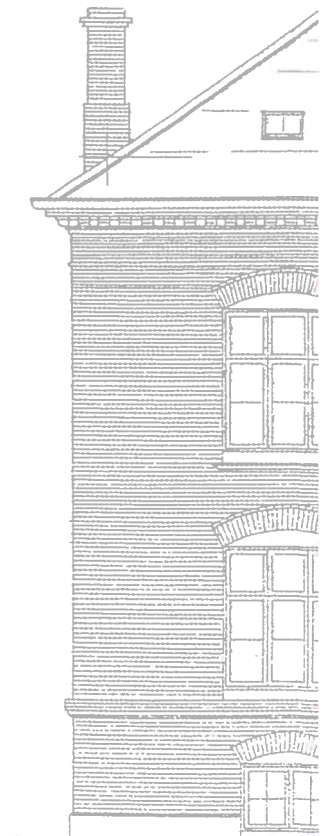
The companies may use the lecture halls for their own conferences and seminars, and naturally to introduce their activities to students at CBS.

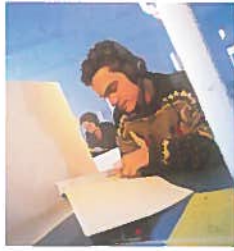
Research and Education

As mentioned above, private sponsors have contributed to creating the physical surroundings and facilities at CBS that are expected of an international research and education institution. They have also played a role in helping to ensure sufficient manpower to implement valuable research projects as well as develop new education programmes and teaching methods.

The Center for Applied Management Studies would not have been established had it not been for the Thomas B. Thriges Foundation, which provided valuable funding during the first 4-5 years. One of the Center's essential tasks is to bridge the gap between theory and practice in areas of strategic importance to managers in Danish companies and organisations.

Various research projects have been implemented owing to the willingness of private companies and foundations to provide funding. For example, the following sponsored projects have been initiated at CBS: "The Development and Maintenance of Competencies in Design – a project about product development, new technologies and product design", "The Establishment, Organisation and Management of Integrated Collaboration", and "The Creation of Public Markets and their Conditions for Management, Control and Strategy".





Villa Carinya is to be used as a guest residence or an honorary residence for professors.

Part of the software in the laboratory for corpus and speech technology is privately sponsored.

The lounge area in the guest professor residence at the FUHU residence hall.

A previous residence for water company officers is to be refurbished as a guest professor residence.

Fundraising Committee:

Steen Langebaek, KBE,
Attorney (Chairman)

Henning Dyremose,
Managing Director
TDC Group

Jan O. Frøshaug, CEO
Egmont International
Holding A/S

Mogens Granborg,
Executive Vice President
Danisco A/S

Niels Kjeldsen, Managing
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Ejnar C. Kjeldsen A/S

Tom Kähler, Managing
Director
Rockwool International A/S

Jan Leschly, Director

Jørgen Lindegaard, CEO
SAS

Svend-Aage Nielsen,
Managing Director
Micro Matic Holding A/S

Knud Overo, Director

Erik B. Rasmussen,
Managing Director

Mogens Munk Rasmussen,
Managing Director
Nykredit A/S

Ole Trolle, Director

Inge Gorm Hansen,
Associate Professor
Copenhagen Business
School

Niels Christian Nielsen,
Professor
Copenhagen Business
School

Finn Junge-Jensen,
President
Copenhagen Business
School





Information technology in several departments has also received a boost; not least the Department of Modern Languages, which received valuable funding from IBM for the creation of a laboratory for corpus and speech technology. The laboratory's task is to offer support to the department's new IT and language programmes. The Center for Japanese Studies has received funding from the Japanese firm, DNP, which facilitated the establishment of a Japanese learning lab.

CBS has also received funding to develop a Master's programme aimed at architects, engineers and economists working in the construction industry.

In addition, certain individuals have also enjoyed the support of sponsors, including several PhD students who have been given the opportunity to conduct research at an international university for a one-year period.

Art at CBS

With the help of generous foundations, scholarships and private individuals the CBS tradition of quality art has been passed onto Solbjerg Plads, where the aesthetic dimension is evident in the architect-designed furniture, paintings, video installations and sculptures.



Eight auditoriums have been sponsored by private companies.



The Senate's meeting room has been furnished with furniture designed by Poul Kjærholm.



Mogens Magnussen's painting "No title" adorns the FUHU Faculty Club.

Sponsors:

- Alice and Paul Fabricius
- Andersen Consulting
- Arthur Andersen
- Association of State-Authorised Public Accountants
- Augustinus Foundation
- BG Foundation
- CA
- Carlsberg A/S
- Coca-Cola Tapperierne A/S
- Danske Bank Aktieselskab
- De Månssonske Legater
- Direktør E. Danielsen og Hustrus Foundation
- Economists' Job Centre
- Edith og Godtfred Kirk Christiansens Foundation
- Hedorfs Foundation
- Generalinde Ellen Koefoeds Legat
- House of Prince A/S
- IBM
- Kai Houmann Nielsens Foundation
- KPMG Danmark A/S
- Kraks Foundation
- Kurt Tofte-Jensen
- Local Authority VAT Foundation
- Ministry of Culture Development Fund
- MPU Management A/S
- New Carlsberg Foundation
- Ole J. Korch
- Oscar Lewisohn
- Oticon Foundation
- Otto Mønsted's Foundation
- PLS Consult A/S
- PriceWaterhouseCoopers
- Rambøll
- RealDanmark Foundation
- Society for the Advancement of Business Education
- Thomas B. Thriges Foundation
- Tuborg Foundation
- Unibank UK
- Valdemar Selmer Trane og hustru Elisa Tranes Foundation
- Villum Kann Rasmussen Foundation
- Aage V. Frantzen

Erik Heide's "Figure - with arms" in the FUHU Faculty Club.

Department with research management expertise

The Department of Management, Politics and Philosophy has a broad academic field and an active and innovative environment for junior researchers.



Professor
Niels Åkerstrøm Andersen.

Associate Professor
Mette Mønsted, Head of the
Department.

Doctoral student
Bettina W. Rennison.

Neither experts nor research colleagues predicted a long life for the Department of Management, Politics and Philosophy when it was established in 1995. Fortunately, realities have proved the sceptics wrong. The Department is brimming with energy, productivity and new thinking. Professor Per Oluf Berg, the first head of the department, involved his research colleagues in defining visions and strategies for their future cooperation with great enthusiasm and pioneering spirit. Professor Berg's successor from 1998, Associate Professor Mette Mønsted, has now focused on staff development, creating unity through stronger links between the department's disciplinary pillars, attracting research projects from outside and recruiting more junior researchers.

Academic versatility creates new perspectives

Among the genuine challenges to a large, vigorous research environment is soliciting external funding for the Department's research projects. Another equally important challenge is creating recognition among the research teams so that where the old disciplinary borders meet, new perspectives become visible. Modern research requires new approaches – in particular for a relatively new department with the ambition to attract international attention.

"Today management is no longer the focused concept it used to be. By integrating our different disciplinary backgrounds, we will capture the change and turbulence that characterise management in a complex knowledge society. Modern management is our common empirical target field which includes the grey zone between the spheres of private and public enterprise and the management strategies evolving there," says Mønsted.

Five research professorships

In the past few years the Department has been granted five research professorships. Two were filled by the department's distinct philosophers, Professor Ole Thyssen and Professor Ole Fogh Kirkeby, who strengthen the philosophical aspect of the department's management research. The third, externally funded professorship was awarded to Professor Laurids Hedaa in connection with setting up the Center for Applied Management Studies. The fourth was awarded to Professor Flemming Poulfelt, head of the LOK research centre, whose research target is the management of professional service providers, and on 1 March 2001, Professor Niels Åkerstrøm Andersen received the fifth professorship for research on political management.

The communal PhD lunch table develops a positive social atmosphere and supports academic developments across disciplines.



Centres and research projects

The Department is the home base of several research centres and major research programmes. The number has been constantly increasing in step with faculty transfers and a stronger flow of external research funding.

The LOK Research Centre (Management, Organisation and Competence) targets primarily small and medium-sized enterprises. Within the LOK framework, the Department has also received funding for two more projects on knowledge management. Professor Flemming Poulfelt heads up a project on consultants as change agents, and Associate Professor Mette Mønsted cooperates with Associate Professor Sisse Siggaard Jensen on a study of management and learning in IT-companies. (The LOK Centre is also described on page 29.)

REMAP, and Management Processes in Rapid Change is a major research programme headed jointly by Associate Professor Mette Mønsted and Assistant Professor Kenneth Husted. It is funded from resources allocated to projects conducted in cooperation among government research institutes, universities and business, and the current partners are the Analysis Institute for Research, Risø National Laboratory and several large Danish companies (www.remap.dk).

CAMS, the Thomas B. Thrige Center for Applied Management Studies, has been established to strengthen research on network theory with particular focus on industrial marketing.

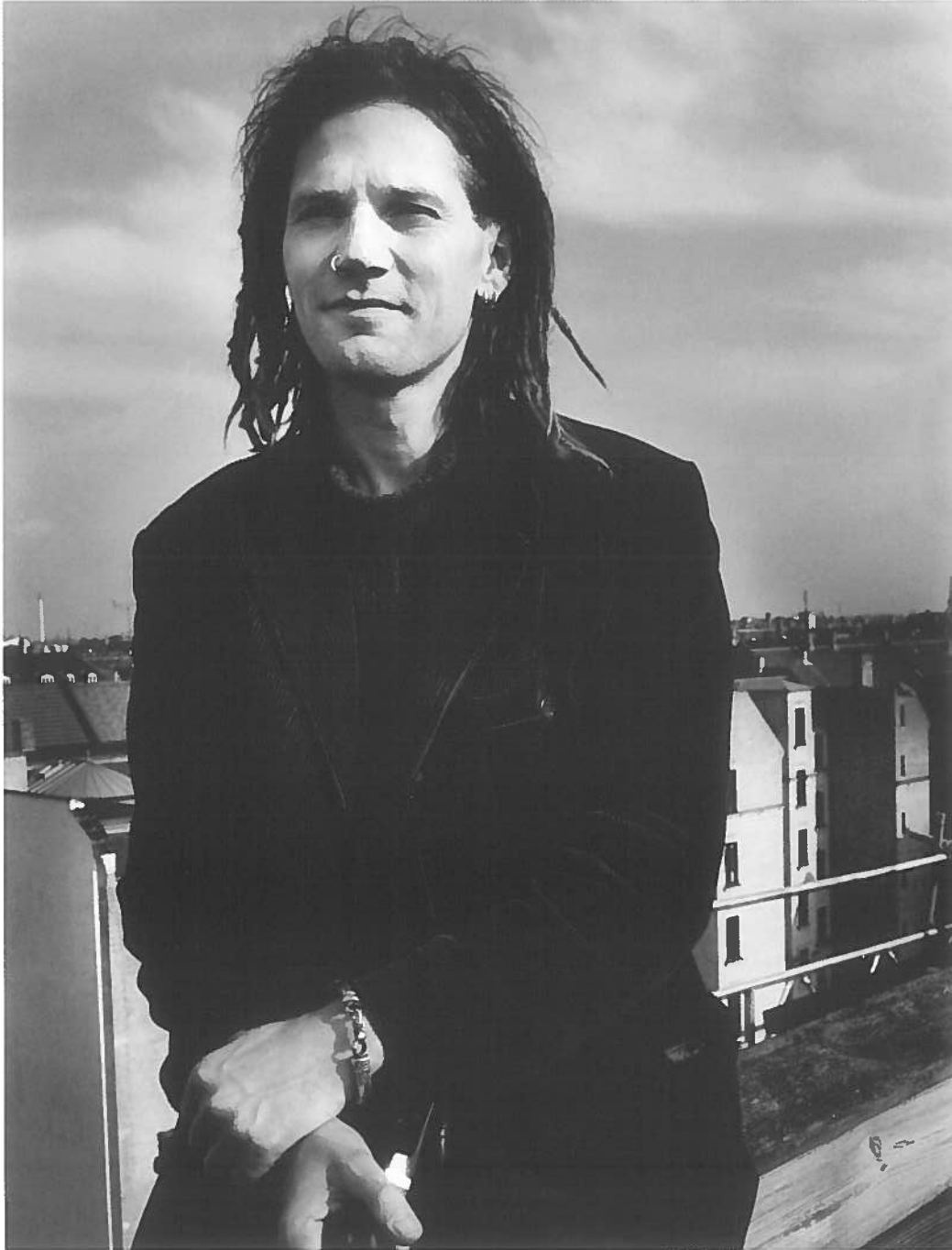
CIE, the Center for Innovation and Entrepreneurship, conducts research on development of innovation and models for cross-disciplinary education for innovation.

A consortium on tourism research has established a centre at Roskilde University. Two projects from the Department of Management, Politics and Philosophy, conducted by Associate Professor Lise Lyck and Assistant Professor Christian Tangkjær, have received funding for research on tourism, destination management and regionalisation, which will support the Department's long commitment to studies of the Øresund region.

Associate Professor Dorthe Pedersen has launched a large collaborative project on the recent implementation of salary structure reforms in local and county authorities. Working with Bettina W. Rennison, a PhD student, she is analysing their political, strategic and managerial perspectives.

Research management in practice

All these new initiatives do not get started by themselves, however. One of the Department's assets is its commitment to research management; in steering the department, motivation and follow-up are key words. Associate Professor Mette Mønsted, who heads the department, takes part in initiating change processes and motivating colleagues to do their best, but also in following through all activities which are started and ensuring they have the funds to succeed.



Associate Professor
Martin Fuglsang on the
Department's roof top
terrace.

"Research management is a field surrounded by a great many myths. One is that management is the same as control and thus less freedom and autonomy for the individual researcher. At our department we view research management as a concept that teaches researchers to manage themselves," says Mønsted. Her point is that management should be handled without pushing the academic autonomy of the researchers aside. It is a delicate balance between control and steering on the one hand and unrestricted freedom on the other, and the researchers should not be deprived of their independence.

Dialogue and respect as cultural features

"The human resource issue is also crucial to the department's success," points out Mønsted. A core element is the cultural side of the equation. "I would like to foster a culture in which it is possible to have a discussion of insecurity and ignorance. We have to avoid the type of communication in which people always have to sell their views and defend them. Instead, there is far more value in being open to dialogue and constructive criticism."

Respect for diversity is a major component in the department's cultural identity, while it is also part of its core competencies: developing research skills based on the interface between

Associate Professor
Søren Wenneberg.

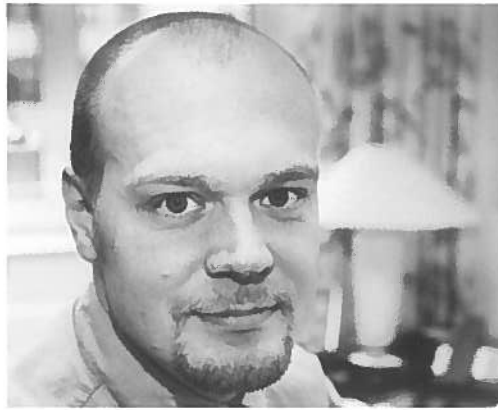
different disciplines. The department's innovative potential is essentially based on its combination of the three pillars of management, politics and philosophy. Because the department spans such a broad field, the staff has been fully aware of the risk of fragmentation, and they recognise the department's versatility as the cornerstone of its unique environment. The breadth of its profile is constantly presenting the researchers with new perspectives – which they can choose to ignore or adopt.

Close-knit PhD group

Another distinctive element of the department's competence development culture is the commitment to its junior staff. For example, Associate Professor Martin Fuglsang is director of the combined programme in Business Economics and Philosophy, while Associate Professor Sven Junghagen is coordinator for the MSc programme in International Management and Marketing. They have both earned their PhD degrees in the past few years.

"We have put a lot of effort into getting external resources for a fruitful PhD environment," says Mønsted. "Our doctoral students are also involved in the work of the executive committee and thus our decision process. They have to learn to take the same responsibilities as the rest of us. They have tried to create a culture in which they do not act just as individuals but feel seriously co-responsible for their fellow students as well as the general development of their disciplines."

In the area of publication, it is important for PhD supervisors to plan a strategy that ensures their students have some of their work published prior to receiving their degrees. They may for example publish articles together or contribute to anthologies. The Department's first anthology,



Associate Professor
Sven Junghagen.

Questions of Management, presented views on management from several junior researchers. The second, *Know How? Management, Knowledge and the Company*, was initiated and edited by a doctoral student, Peter Holdt Christensen.

Søren Wenneberg, Associate Professor:

"It's a challenge to work in an area like research management in an environment which integrates science-theory and political and management perspectives. At the same time, the environment is open enough to allow a genuine cross-disciplinary approach. It is equally interesting when the department is working on research management from its own practical perspective. This is an inspiring and relevant combination of theory and practice."

Niels Åkerstrøm Andersen, Professor:

"I think the unique feature of the political research of the Department, compared to political science at the universities, is that it does not wrap tightly around the discipline of political science. The Department's political research embodies a sociological and philosophical curiosity about constitution-critical issues, like for example how contemporary public organisations are constituted, and puts particular focus on conditions for management of the public/private interface. These basic issues liberate us from some of the dogmatic sides of political science. They also enable us to study control and management in the public sector from a historical, contextual angle rather than a normative-instrumental one."

Bettina W. Rennison, PhD student:

"We have managed to build a terrific academic and social environment among the PhD students in the department. At first glance, you might be misled to believe that the great variety of project themes would restrict academic exchange. This is not the case. We use one another, we comment on each other's papers, we work in interdisciplinary reading groups and in 2000 we had a series of seminars and workshops exclusively for the doctoral students. I am convinced that the wide project range and the department's cross-disciplinary profile – anything is possible here – are important in generating the fruitful PhD environment. Our openness and interest in the other students' work is also fostered by the positive social climate, our informal tone and the fact that we see the others as collaboration partners rather than competitors."

Further information:

Mette Mønsted,
Head of Department
Phone: +45 3815 2655
E-mail: mm.lpf@cbs.dk
www.cbs.dk/departments/mpp

Core fields of education:

The Business Administration and Philosophy Programme, initiated by the professors Peter Pruzan, Hans Siggaard Jensen and Ole Fogh Kirkeby. From 1999, Associate Professor Martin Fuglsang has been director of the programme.

The Master's Programme in International Management and Marketing, for which Associate Professor Sven Junghagen is coordinator.

The Executive Management of Public Administration Programme.

In addition, the Department has its own doctoral school for Management and Knowledge. (The doctoral school is described on page 20.)

Copenhagen Business School Press expands

Copenhagen Business School Press has generated significant increase in sales in both the international market and in Denmark and the other Nordic countries.

International titles account for a constantly rising share of the publishing activities of CBS Press. The great variety of its customer categories demands considerable marketing creativity, and the Press is constantly developing new initiatives in cooperation with international sales agents, internet bookstores, conference organisers and academic associations.

Development keyed to study programmes

CBS Press has developed in parallel with the internationalisation of the study programmes at CBS and the rising use of textbooks written in English. Since CBS Press published its first books in English six or seven years ago, the international side of its activity has been in continuous growth. The Press has increasingly published specialised books for new international study programmes in Denmark as well as for niche areas of interest to international executives.

With greater focus on academic niche publishing, the Press has introduced thematic series including Asian Business Development (e.g. Multinational Corporations in China and Business Restructuring in Asia), International Management (e.g. Marketing Communication Management and Cross-Cultural Business Behaviour), European Business Development (e.g. Building a Cross-Border Learning Region and Mobilizing Resources and Generating Competencies) and International Economics (e.g. Global Economic Involvement and International Trade Policy).

The publication of English-language books has enabled CBS Press to sell rights to international publishing houses for publication in other languages too, including German, Polish and Lithuanian. CBS has recently entered into a contract with an Indian publishing house on the rights to special English-language versions tailored to the vast Indian market.

An international publishing house

At CBS Press, the internationalisation of activities has been supported by systematic development of an international organisation unrivalled by any other Danish or Nordic publishing house.

All English-language publications from CBS Press are now distributed from three distribution centres covering the whole world: one centre in Copenhagen, serving the Nordic region, one in the USA, serving North America, and one in the UK serving the rest of the world.

Reaching international target groups depends on persistent marketing efforts. Among the media used by CBS Press to gain greater visibility in the book market is direct mail to the teaching community, members of academic societies, libraries and bookstores. Naturally, the Press ensures that all of its titles are entered into bibliographies and search engines and also that the books are available from the major Internet bookstores. In addition, cooperation with international sales agents and displays at exhibitions and conferences play an important role in its international marketing.

Electronic sales channels

Sales through the large electronic bookstores are of particular importance for academic publishers. Only these outlets have the capacity to present the broad selection of predominantly specialised titles. Thus, all the international books of CBS Press are on sale through Amazon in the USA and the UK and most other electronic bookstores in the world.

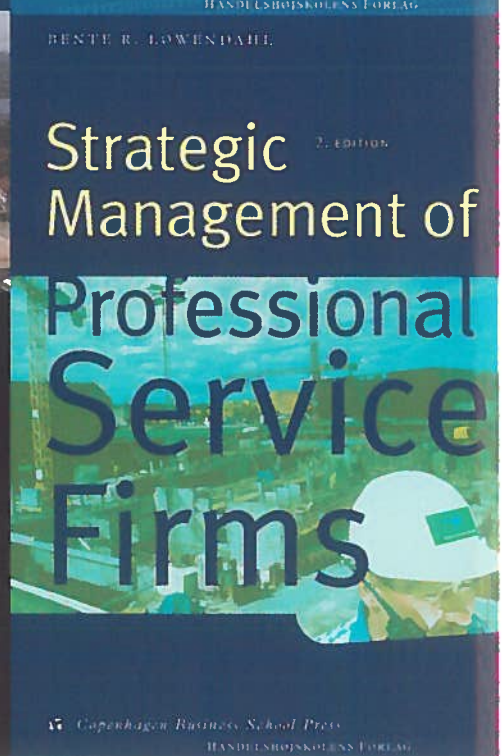
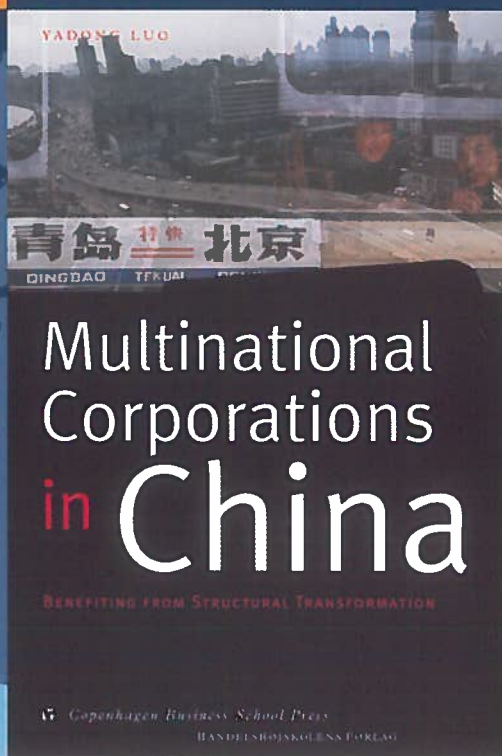
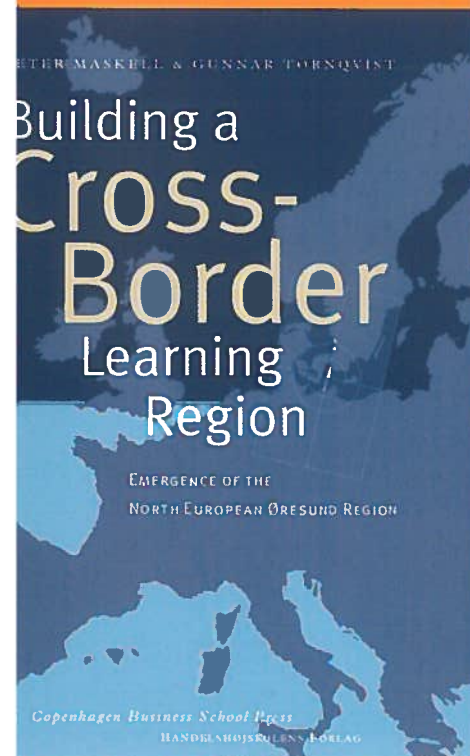
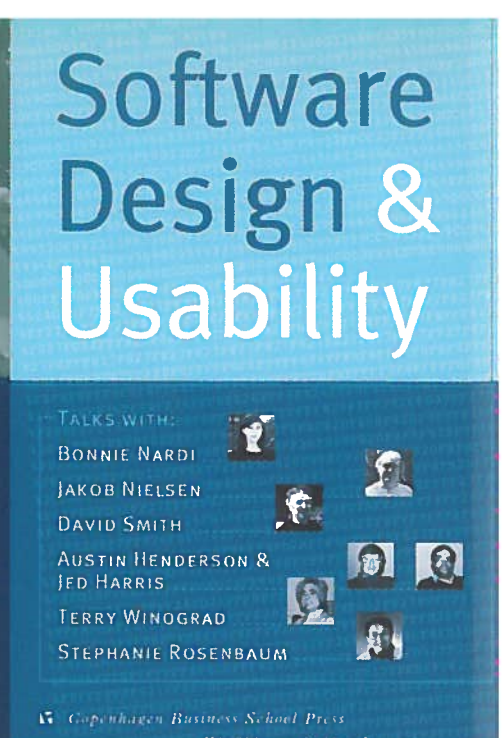
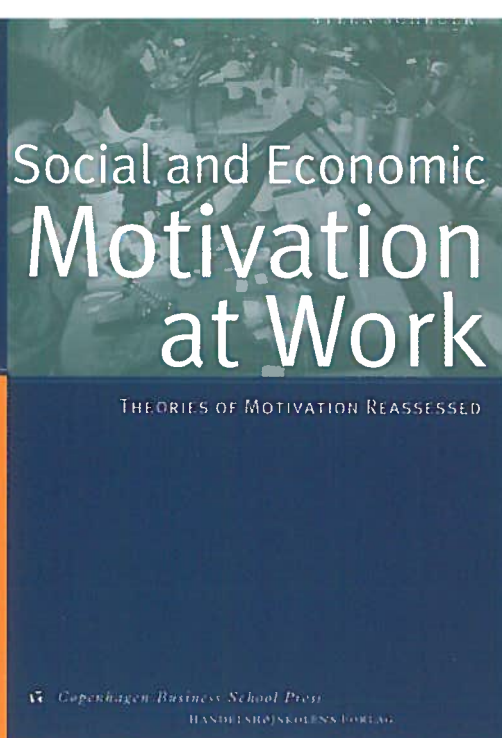
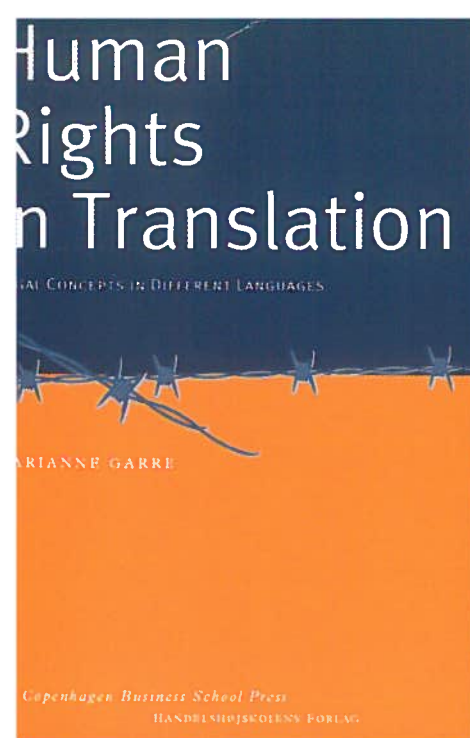
Danish and international books can naturally be ordered on the website of CBS Press as well. Statistics show, however, that visitors click in mainly to get information about books, authors and distribution. CBS Press is therefore constantly seeking to develop new resources, information about forthcoming titles, e-mail services, etc.

Alliances strengthen publishing programme and volume

Currently one in every three books from CBS Press is in English, and through collaboration with other academic publishers, particularly in Scandinavia, the Press has complemented its programme and volume with selected books that match its international profile. CBS is an attractive alliance partner to Nordic publishing houses.

Further information:

Mette Trier, Publisher
Phone: +45 3815 3960
Fax: +45 3815 3962
E-mail: trier@cbs.dk
www.cbs.press.dk



Through the cooperation they gain access to valuable international marketing and distribution. CBS Press has cooperative links with the following publishing houses: Roskilde University Press, Nyt fra Samfundsvideenskaberne, Studentlittera-

tur (Sweden), FagbokForlaget (Norway), Universitetsforlaget (Norway), Liber AB and Abstrakt Forlag (Sweden and Norway), Palladian Law Publishers (UK) and IAS Publications Berkeley (USA).

Relevant CBS Press titles from 2000

Award winners

Vinay-Darbelnet Prize 2000 (The Canadian Association for Translation Studies): *Human Rights in Translation - Legal Concepts in Different Languages* by Marianne Garre.

Swedish Management Book of the Year 1999: *Negotiations Without a Loser* by Iwar Unt.

International Management Association Award and CBS Press Management Inspiration Award 1999: *Changing Strategic Direction - Practical Insights into Opportunity Driven Business Development* by Peter Skat-Rørdam.

Students

Enrolment 30.9.1999 - 1.10.2000	5166
Full-time programmes	3241
Open University	1791
Executive Master's programmes	134
Number of Students 1.10.2000	13141
Full-time programmes	9076
Open University	3850
Executive Master's programmes	215
Graduation 30.9.1999 - 1.10.2000	2655
Full-time programmes	1800
Open University	784
Executive Master's Programmes	71

PhD Programmes

	Faculty of Economics and Business Administration	Faculty of Modern Languages	Total
Graduates enrolled in PhD programmes as of Dec 2000:	152	26	178
PhD theses: 1998-2000	40	13	53

Enrolment, Students and Graduates 2000

Full-time Programmes

	Enrolment	Students	Graduates
BSc Econ & Bus Adm	602	1482	356
BSc Int Bus	72	196	39
BSc Bus Adm & Commercial Law	148	350	91
BSc Bus Adm & Computer Science	153	351	69
BSc Management Science	74	215	49
BSc Bus Adm & Philosophy	108	269	56
BSc Int Bus Adm & Languages	208	536	127
BSc Int Bus Adm & Japanese	15	46	7
BA Bus Languages	631	1386	215
MSc Econ & Bus Adm	656	2051	416
MSc Bus Econ & Auditing	129	634	92
MSc Bus Adm & Commercial Law	73	265	68
MSc Bus Adm & Computer Science	62	251	30
MSc Management Science	26	111	37
MSc Bus Adm & Philosophy	29	59	0
MSc Int Bus Adm & Languages	79	225	54
MSc Int Bus Adm & Japanese	4	10	0
MA Translation & Interpreting	172	643	96

Open University

	Enrolment	Students	Graduates
Diploma Bus Econ I	754	1608	459
Diploma Bus Econ II	778	1752	582
Reg Public Accountant	10	20	5
Executive Master's	134	215	71
BA Suppl Programme	27	32	30
Diploma Bus Languages	211	360	67
Certificate Bus Languages	0	62	84
Community Interpreter	11	16	16
Total	5166	13141	3114

Full-time Programmes under the Coordinated Admission System Applicants having CBS as their first priority – Enrolment

	1998		1999		2000	
	1st prio.	Enrolm.	1st prio.	Enrolm.	1st prio.	Enrolm.
BSc Econ & Bus Adm	663	558	691	554	693	602
BSc Int Bus	283	50	319	77	294	72
BSc Bus Adm & Commercial Law	226	148	207	138	197	148
BSc Bus Adm & Computer Science	216	110	223	147	295	153
BSc Management Science	62	75	95	85	75	74
BSc Bus Adm & Philosophy	133	96	142	101	138	108
BSc Int Bus Adm & Languages	351	183	316	180	342	208
BSc Int Bus Adm & Japanese	27	14	23	16	26	15
BA Bus Languages	514	442	532	482	761	631

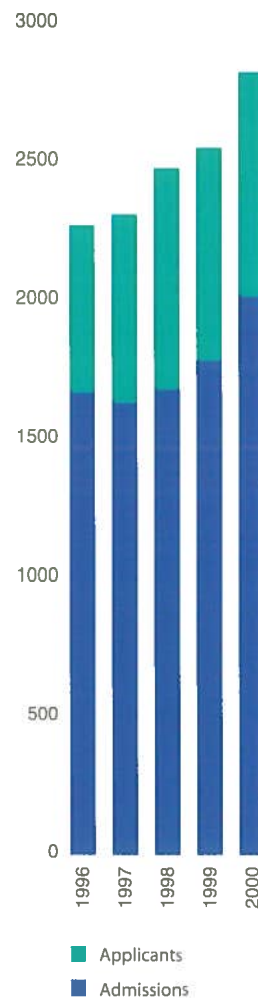
Other Full-time Programmes - Enrolment

	1998	1999	2000
MSc Econ & Bus Adm	662	622	656
MSc Bus Econ & Auditing	125	107	129
MSc Bus Adm & Commercial Law	78	74	73
MSc Bus Adm & Computer Science	53	64	62
MSc Management Science	25	23	26
MSc Bus Adm & Philosophy	0	30	29
MSc IB Adm & Languages	51	68	79
MSc IB Adm & Japanese	3	4	4
MA Bus Languages	167	141	172

Open University - Enrolment

	1998	1999	2000
Diploma Bus Econ I	980	962	754
Diploma Bus Econ II	882	859	778
Reg Public Accountant	9	6	10
Executive Master's	76	85	134
BA Suppl Programme	32	20	27
Diploma Bus Language	274	206	211
Certificate Bus Language	49	3	0
Conference Interpreter	17	0	0
Community Interpreter	13	29	11

Applicants and Admissions 1996-2000



International Students

As of 1.10.2000, a total of 1101 international students were enrolled.

Of that total, 325 were exchange students, while 776 were degree students.

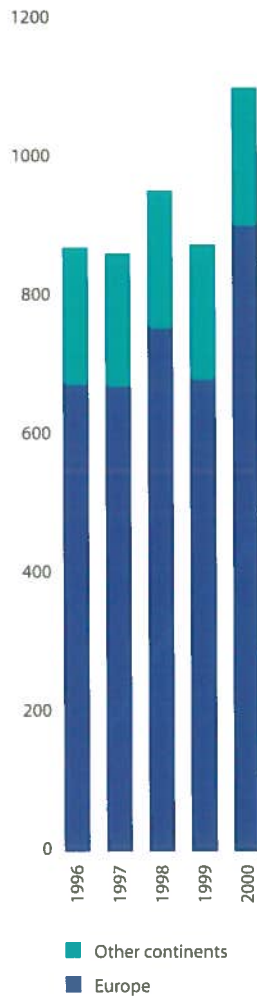
Number of Students

	Exchange students	Degree students	Europe	Other continents
1998	275	678	754	199
1999	268	607	680	195
2000	325	776	902	199

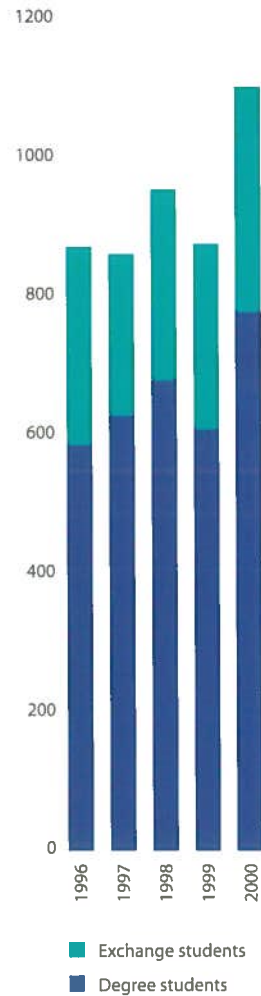
Nations accounting for 25 students or more

Norway	188
Sweden	75
Germany	71
France	58
Spain	54
Iceland	50
Russia	44
USA	43
Canada	30
Italy	29
UK	28
Faeroe Islands	27

International students
1996-2000 – from Europe
and other continents



International students
1996-2000 – by exchange
students and degree students



CBS Staff

Permanent staff 31.12.2000 – by area and gender

	Male	Female	Total
Permanent Staff – total	349	399	748
Academic Staff	238	108	346
Economics	208	51	259
Modern Languages	30	57	87
Administrative Staff	111	291	402
Economics	32	156	188
Modern Languages	3	46	49
Library	46	45	91
CBS Administration	30	44	74

Part-Time Staff 31.12.2000 – Teaching

Adjunct Associate Professors - total	254
Economics	237
Modern Languages	17
Assistant Lecturers – total	563
Economics	500
Modern Languages	63

Academic Staff 31.12.2000 – by main area and position

Faculty of Economics and Business Administration - total 246

	Male	Female	Total
Full Professors	27	2	29
Research Professors	15	2	17
Senior Associate Professors	8	1	9
Associate Professors	100	14	114
Associate Research Professors	3	1	4
Assistant Professors	25	7	32
Assistant Research Professors	8	1	9
Other Faculty*	16	16	32

Faculty of Modern Languages - total 83

	Male	Female	Total
Full Professors	4	3	7
Research Professors	1	0	1
Senior Associate Professors	0	2	2
Associate Professors	16	46	62
Associate Research Professors	1	1	2
Assistant Professors	3	3	6
Assistant Research Professors	1	0	1
Other Faculty*	2	0	2

* Visiting Professors, Research Assistants, Lecturers and Instructors

Financial overview

Total CBS Expenditure 1998, 1999 and 2000

– shown by purpose and main area

DKK million (at current level, excluding VAT)

	1998			1999			2000		
	Languages	Economics	Total	Languages	Economics	Total	Languages	Economics	Total
Core research	20.7	55.2	75.9	20.9	53.5	74.4	17.7	62.3	80.0
Externally-funded research	2.4	22.8	25.2	5.7	31.9	37.6	7.9	45.5	53.4
Regular study programmes	46.9	122.9	169.8	47.3	111.2	158.5	47.4	110.3	157.7
Open University	11.3	62.0	73.3	8.8	62.4	71.2	6.4	63.7	70.1
Research training	6.2	17.5	23.7	7.0	18.6	25.6	5.0	19.4	24.4
International student exchange	1.3	4.8	6.1	1.6	4.5	6.1	1.9	5.1	7.0
Faculty total	88.8	285.2	374.0	91.3	282.1	373.4	86.3	306.3	392.6
	Admin.	Library	Total	Admin.	Library	Total	Admin.	Library	Total
Library		30.2	30.2		34.1	34.1		29.0	29.0
General management and admin.	31.4		31.4	29.6		29.6	42.4		42.4
Rent, etc.	50.3		50.3	61.6		61.6	64.3		64.3
Buildings, operation and maintenance	25.9		25.9	39.4		39.4	43.8		43.8
Other common purposes	6.4		6.4	5.6		5.6	8.7		8.7
Main area total	114.0	30.2	144.2	136.2	34.1	170.3	159.2	29.0	188.2
Total expenditure			518.2			543.7			580.8

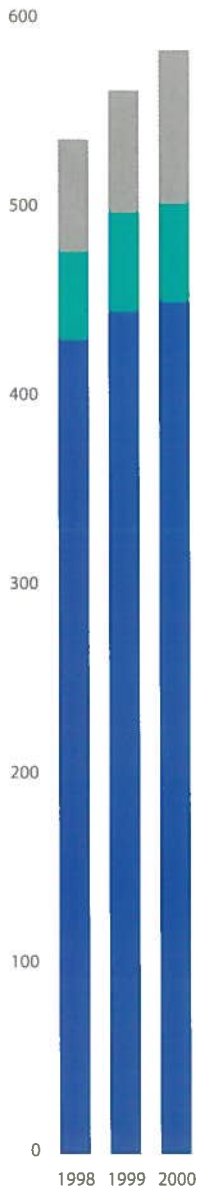
CBS Funding Sources 1998, 1999 and 2000

Revenue (at current level excluding VAT) (DKK million)

Type of funding	1998			1999			2000		
	Funding	Revenue	Sum	Funding	Revenue	Sum	Funding	Revenue	Sum
Core research allocation	108.2			109.2			107.7		
Fellowship and value added grants for research training	11.9			12.1			11.7		
Value added grants for regular programmes	187.9			187.6			191.1		
Value added grants for Open University	28.8			28.2			25.5		
Tuition fees, Open University		46.7 ⁽¹⁾			52.7 ⁽¹⁾			52.2 ⁽¹⁾	
Library allocation	31.0			31.1			30.0		
Allocation for capital expenditure (rent etc.)	51.1			63.5			66.1		
Allocations for other purposes	11.3			13.4			18.1		
Other operating revenue		16.6 ⁽³⁾			16.2 ⁽³⁾			29.1 ⁽³⁾	
Funding under Appropriation Acts (subtotal)	430.2⁽²⁾	63.3	493.5	445.1⁽²⁾	68.9	514.0	450.2⁽²⁾	81.4	531.6
Commercial activities		1.2			1.0			1.8	
Public foundation and programme resources		18.5			25.9			34.2	
EU and other international grants		7.6			12.5			2.2	
Other research grants		11.3			7.3			10.6	
Other education grants		4.2			1.5			3.1	
External funding resources (subtotal)		42.9⁽⁴⁾	42.9		48.3⁽⁴⁾	48.3		52.1⁽⁴⁾	52.1
Total funding resources			536.4			562.3			583.7

Note: (1), (2), (3) og (4) are amounts shown in the graph on page 53: Key funding sources (in DKK)

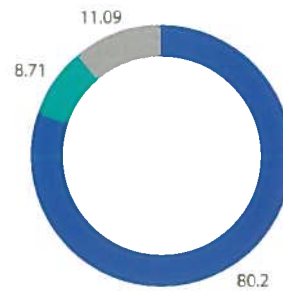
Key funding sources
(in DKK)



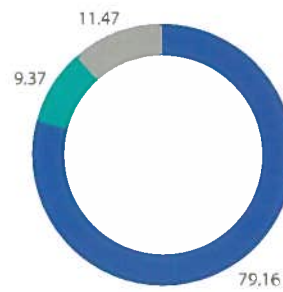
- External funding resources (3+4)
- Tuition fees (1)
- Government funding (2)

Note: (1), (2), (3) and (4) refer to amounts stated in CBS Funding Sources 1998-2000.

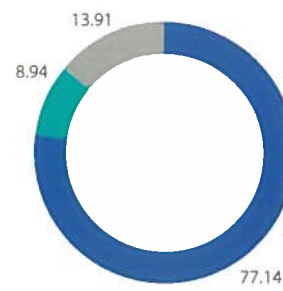
Key funding sources 1998 (%)



Key funding sources 1999 (%)



Key funding sources 2000 (%)



Addresses

CBS web site: www.cbs.dk

Tel.: +45 3815 3815 (Main Switch Board)

President's Office and CBS Administration

President Finn Junge-Jensen
Vice President Bente Kristensen
University Director Gert Bechlund
Vice University Director Vini Lindhardt
Solbjerg Plads 3
2000 Frederiksberg
Tel.: +45 3815 3815
Fax: +45 3815 2015
www.cbs.dk/aboutcbs/rektoruk.shtml

Information and Business Service

Solbjerg Plads 3
2000 Frederiksberg
Tel.: +45 3815 2025
www.cbs.dk/business/erhkontaktuk.shtml

The International Office

Dalgas Have 15
2000 Frederiksberg
Tel.: +45 3815 3006
Fax: +45 3815 3825
www.cbs.dk/intoff/index.shtml

Kræmmerhuset

(CBS Newspaper)
Bernhard Bangs Alle 17B
2000 Frederiksberg
Tel.: +45 3815 2778
Fax: +45 3815 3964
E-mail: red.khuset@cbs.dk

The Library & IT-Service

Director Michael Cotta-Schønberg
Vice Director Leif Hansen
Solbjerg Plads 3
2000 Frederiksberg
Tel.: +45 3815 3666
Fax: +45 3815 3663
www.cbs.dk/library/bibitsuk.shtml

Faculty of Economics and Business Administration

Dean Ole Stenvinkel Nilsson
Solbjerg Plads 3
2000 Frederiksberg
Tel.: +45 3815 2701
Fax: +45 3815 2675
www.cbs.dk/bus_adm/fakultet/economy_open_uk.shtml

Students Guidance and Advisory Service

Tel.: +45 3815 2710
Fax: +45 3815 2755

Departments on the address Solbjerg Plads 3,
2000 Frederiksberg:

Department of Accounting and Auditing

Head of Department, Professor Jan Mouritsen
Tel.: +45 3815 2320
Fax: +45 3815 2321
www.cbs.dk/departments/aa

Department of Economics

Head of Department,
Associate Professor Bodil Olai Hansen
Tel.: +45 3815 2575
Fax: +45 3815 2576
www.cbs.dk/departments/econ

Department of Finance

Head of Department,
Professor Niels Chr. Nielsen
Tel.: +45 3815 3615
Fax: +45 3815 3600
www.cbs.dk/departments/finance/indexuk.shtml

Department of Marketing

Head of Department,
Associate Professor Ricky Wilke
Tel.: +45 3815 2100
Fax: +45 3815 2101/02
www.cbs.dk/departments/marktg

Department of Operations Management

Head of Department,
Associate Professor Carsten Krogholdt Hansen
Tel.: +45 3815 3400
Fax: +45 3815 2440
www.om.cbs.dk

Department of Organization and Industrial Sociology

Head of Department,
Associate Professor Jesper Norus
Tel.: +45 3815 2815
Fax: +45 3815 2828
www.cbs.dk/departments/ioa/indexuk.shtml

Statistics Group
Tel.: +45 3815 3515
Fax: +45 3815 3500
www.cbs.dk/departments/stat

Departments on the address Howitzvej 60, 2000
Frederiksberg:

Department of Industrial Economics and Strategy

Head of Department,
Associate Professor Peter Lotz
Tel.: +45 3815 2535
Fax: +45 3815 2540
www.cbs.dk/departments/ivs/

Department of Informatics

Head of Department,
Associate Professor Bente Elkjær
Tel.: +45 3815 2400
Fax: +45 3815 2401
www.cbs.dk/departments/inf

Department of International Economics and Management

Head of Department,
Associate Professor Poul Schultz
Tel.: +45 3815 2515
Fax: +45 3815 2500
www.cbs.dk/departments/int

Departements on other addresses:

Law Department

Head of Department, Professor Ruth Nielsen
Julius Thomsens Plads 10
1925 Frederiksberg C
Tel.: +45 3815 2626
Fax: +45 3815 2610
www.cbs.dk/departments/law

Department of Management, Politics and Philosophy

Head of Department,
Associate Professor Mette Mønsted
Blågårdsgade 23B
2200 København N
Tel.: +45 3815 3630
Fax: +45 3815 3635
www.cbs.dk/departments/mpp

Department of Intercultural Communication and Management

Head of Departement, Associate Professor Bislev
Dalgas Have 15
2000 Frederiksberg
Tel.: +45 3815 3815
Fax: +45 3815 3840
www.cbs.dk/departments/ikl

Faculty of Modern Languages

Dean Ole Helmersen
Dalgas Have 15
2000 Frederiksberg
Tel.: +45 3815 3815
Fax: +45 3815 3000
www.cbs.dk/faculty/spfakdk.html

Students Guidance and Advisory Service

Tel.: +45 3815 3315
Fax: +45 3815 3835

Departments:

Department of English

Head of Department,
Associate Professor Lise-Lotte Hjulmand
Dalgas Have 15
2000 Frederiksberg
Tel.: +45 3815 3183
Fax: +45 3815 3845
www.cbs.dk/departments/english/indexuk.shtml

Department of French, Italian, Russian, Spanish and German

Head of Department,
Associate Professor Anette Villemoes
Dalgas Have 15
2000 Frederiksberg
Tel.: +45 3815 3815
Fax: +45 3815 3865
www.cbs.dk/departments/spa/indexuk.shtml
www.cbs.dk/departments/german/

Department of Computational Linguistics

Head of Departement,
Associate Professor Sabine Kirchmeier-Andersen
Bernhard Bangs alle 17B,1
2000 Frederiksberg
Tel.: +45 3815 3136
Fax: +45 3815 3820
www.id.cbs.dk/index_en.htm

Other institutions:

Center for Continuing Education

Manager Peter Stolt
Dalgas Have 15
2000 Frederiksberg
Tel.: +45 3815 2007
Fax: +45 3815 2040
www.hhe.dk

CBS Press

Publisher Mette Trier
Solbjergvej 3
2000 Frederiksberg
Tel.: +45 3815 3960
Fax: +45 3815 3962
www.cbspress.dk

Photos:

Jørgen Schyttte
Jørn Albertus
Erik Bjørn
Nina Lemvig-Müller
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Finn Junge-Jensen,
President
Gert Bechfund,
University Director
Finn Kjerulff Hansen,
Information and Business
Service
Merete Thorpe, Journalist

Translation:

The CBS Language Center

© Copenhagen Business
School
July 2001
Solbjerg Plads 3
2000 Frederiksberg
Denmark

Tel: +45 3815 3815
Fax: +45 3815 2015
www.cbs.dk