

CBS GRADUATE SCHOOL UPDATE

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Bridge Building, Ferries, or...?

Welcome to the first issue of CBS Graduate School Update a newsletter which will be published four times a year communicating the latest news from CBS Graduate School.

By Sven Junghagen, Director

CBS Graduate School was established in the fall of 2003 with the aim of uniting all master programmes at the Faculty of Economics and Business Administration under one shared brand. Originally our name was Graduate School of Business with the abbreviation GSB. Since then we have changed our name to CBS Graduate School in order to be consistent with the CBS brand strategy of the different schools within the school. Even though we have changed our name,

the abbreviation GSB still sticks and we use it in our daily work. By the fall of 2004 the MA programmes joined CBS Graduate School and this means that all master programmes at CBS is now united under the same brand.

After the first 1 year as Director I view CBS Graduate School as playing an important role as bridge builder at CBS. The central projects for CBS Graduate School are to work



Many CBS units are involved in the master programmes at CBS.

CBS Graduate School intends to be the bridge between them or perhaps a ferry?



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towards shared marketing concepts and shared policies for the master programmes in a number of areas. This means that CBS Graduate School does not interfere with the academic considerations of the different programmes at a more detailed level. CBS Graduate School's role is to facilitate cooperation between the academic environments and the administrative units at CBS concerning the master programmes. There are many fine examples of this but I will only mention a few.

A great deal of our energy during the first year was focussed on developing a shared marketing concept for the master programmes in collaboration with CBS Communications i.e. the communications department of CBS. This collaboration has been extremely successful. We have received a very positive response from the academic environments as they feel that the fabrication of various information materials and brochures has become much easier.

An important function of the Student Services at CBS for the master programmes in recent years has been the Master's thesis counsellor who has the job of guiding the master students in the challenges they face while working on their Master's thesis. By spring 2004 this function became a part of CBS Graduate School. This means that now the Master's thesis counsellor not only

guides the master students but also works pro-actively with the academic environment to create even better settings for the students regarding the process of writing the Master's thesis. You can read more about the Master's thesis counsellor on the following pages of this issue of CBS Graduate School Update.

As for the collaboration with CBS Career Centre I expect it to lead to a long term development of the programmes. With their continuing contact to the Danish business community CBS Career Centre have a very special position and can provide valuable input. They have already contributed with enormous energy to our new elective "Understanding Business – a practical approach" a course that includes an internship-like element. Another project we are working on at the moment and that is worth mentioning is the business conference which is more thoroughly presented elsewhere in this Update.

CBS Graduate School's most important role at the moment is probably that of bridge builder. However, the bridge building metaphor is somewhat problematic as bridges are quite immobile. The cars on the bridge move

along at a rapid pace but the bridge itself is motionless. On the other hand, if we see our self as a ferry which basically has the same function as a bridge but in addition has an inbuilt mobility, the cars on it would in turn be standing quite still during transportation. Thus this metaphor adequately represents neither the various environments and departments we cooperate with nor CBS Graduate School and our intention of uniting everything. What metaphor to use for CBS Graduate School is a philosophical question and I promise to return to it in the next number of GSB Graduate School Update. Enjoy!



Photo: Charlotte Carlberg Bærg

Director Sven Junghagen

Open Day Event at CBS Graduate School

By Christel Nygaard

On Thursday the 21st of April CBS Graduate School hosted an open day event inviting everybody interested to visit CBS and learn more about the master programmes at CBS Graduate School. The day started off with Director Sven Junghagen welcoming the visitors and talking about CBS Graduate School and the master programmes in general. Each master programme had their own stand in the central corridor at Solbjerg Plads and interested visitors stopped by to learn more about the different programmes and have their

questions answered. In addition it was possible to attend presentations of the different programmes throughout the entire afternoon.

Based on the attendance this Thursday afternoon the master programmes at CBS Graduate School will have many applicants this year. The largest BG Bank Auditorium was packed for the welcoming speech and also the presentations of the single programmes were very well-attended. The central corridor buzzed with activity and

visitors were seen in intense conversation with the different programme representatives.

As a visitor and hopefully future student of one of CBS Graduate School's master programmes I found the event extremely relevant and it gave food for thought on what programme to choose. The possibility of talking to both professors and students of the various programmes is of great importance when having to choose which master programme to apply for.

The Master's Thesis Counsellor – a Proactive Co-player

By Vibeke Ankersborg, Master's thesis counsellor

CBS Graduate School has the vision of making CBS a university without the so-called "master's thesis swamp" which is a term used to describe the circumstances surrounding the challenges of writing a master's thesis which often leads to an extension of the study time beyond the standard duration. To complete this vision we are working to ensure that all master's thesis students at CBS experience this last part of their studies to be a rewarding time where the challenges of writing a master's thesis contributes to the development of the students' academic as well as personal qualifications. Both students and supervisors should see CBS Graduate School as a proactive co-player that ensures the necessary shared framework and at the same time respects the need for individual independence.

To reach these goals CBS Graduate School employs a master's thesis counsellor. The counsellors primary task is to work proactively on preventing that the "master's thesis swamp" emerges. This work can be divided into two parts: Offering guidance to the students and developing products and activities.

DEVELOPING PRODUCTS AND ACTIVITIES

Throughout the last 3 years more than 600 students have made use of the opportunity to receive extra counselling from the master's thesis counsellor. Therefore, we have a very precise picture at CBS Graduate School of why writing the master's thesis sometimes extends the study time beyond the standard duration. This knowledge is a part of the basis for developing products and activities. This way it is possible to aim the products and activities directly at preventing specific causes.

Thus, the development of products and activities is meant to ensure

that the study time of the master's thesis students will not be extended unnecessarily. The goal is to provide the same terms for all the different master programmes while simultaneously respecting the differences in the traditions and academic contents of the programmes. Thus, the development of products and activities takes place in cooperation with the academic environments. The intention is not to offer identical products and activities to all the master programmes but because the development takes place through CBS Graduate School all programmes can benefit from the accumulated knowledge and save resources because the single programmes do not have to initiate the development process.

Master's thesis work shops and introductory meetings for new master's thesis students are worth mentioning as some of the specific examples of the cooperation on activities. Each programme arranges these activities where the master's thesis counsellor participates with a presentation. The presentation focuses on the process of a major academic project and provides the students with advice on how to avoid the pitfalls of the master's thesis studies.

A specific example of a product is the handbook for supervisors dealing with the role as supervisor. The handbook is meant to be an inspiration to the supervisors in the attempt to create better guidance. One of the reasons why writing the master's thesis extends the time of study is that some students do not benefit fully from the guidance they receive. This is often because the students and the supervisors view

the guidance situation from different perspectives. The handbook focuses on this difference in perspective and gives advice on how the supervisors can relate to the students' perspective in the guidance situation. The present edition of the handbook is based on the programme regulations among other things. Therefore, some of the formalities mentioned have already changed and in order to correct this, an updated version of the handbook is under way. The new edition of the handbook is less focussed on formalities and more so, on the response CBS Graduate School received to the first edition. At the moment the handbook is available in Danish only but it is expected to be translated and published in English by late 2005.

Another reason why the students are delayed in the process is that some of them spend an unreasonable amount of time finding a supervisor. This may be because there are no obvious candidates among the former professors of the students or that the obvious candidates do not have time to accept any more master's thesis students. Thus, a frequent question to the master's thesis counsellor concerns how



Studying can be rough but help is at hand ...

photo: Tao Lytzen



... so working on the master thesis also becomes rewarding.

to find a supervisor who matches the topic of the thesis. As a result of this an objective could be developing a database with information on the supervisors, their areas of research and how they can be reached. The database could help shorten this part of the master's thesis process.

GUIDANCE FOR THE STUDENTS

The second part of the master's thesis counsellor's function is to offer guidance to the master's thesis students. The process of writing a master's thesis is one of the most exiting and challenging parts of the master studies. It is a process that entails academic as well as personal development. It is the first time the students are faced with writing a thesis and as anything else that is new, this can create a sense of doubt and insecurity. Furthermore, many students have high expectations of performing well in this last part of their studies. The process of writing a master's thesis is among other things what separates a master from a bachelor.

The purpose of the master's thesis counsellor's guidance is to help the students handle the challenges they encounter before they become problems and to encourage students who for one reason or another find themselves stuck in process of writing to get started again. The guidance of-

fered by the master's thesis counsellor is a special offer that extends the normal guidance the students receive from their supervisors.

The master's thesis students are welcome to direct any questions related to the life as a master's thesis student to the master's thesis counsellor. Examples of this can be experiencing a writer's blockage, insecurities about the process, returning to study after a period of absence or difficulties balancing studies and social life. Guidance takes place through telephone calls, email correspondence or personal conversations. All inquiries are confidential.

The function of the master's thesis counsellor has been developed over the last 3 years so the focus is now on proactive efforts. The students receive counselling when experiencing doubt and prevention takes place through development and knowledge sharing. We would like it to be fun and rewarding to write a master's thesis. This is most easily obtained when the framework is perfect.

Strategy for Evaluation of Applicants

The spring and summer period is a hectic time at Admission Office at CBS Graduate School.

By Birgit Christensen, Department Administrator

Many people apply for one of CBS Graduate School's popular programmes. The applicants are from all parts of the world. For many of them one of our master programmes is their dream education. That is also why many of them are willing to spend 1 to 2 years doing supplementary courses in order to be accepted into a specific programme. The employees at CBS are often impressed by the number of people interested in a specific master programme in order to further develop their personal qualifications and reach their career goals. This shows once and again that CBS has many and wide-ranging academic resources and offers master programmes of high quality.

Last summer CBS Graduate School's Admission Office evaluated more than 700 individual applicants with

bachelor degrees from other universities than CBS. Many of these had bachelor degrees from foreign universities. The need for detailed information about the application and admission procedures has turned out to be enormous. CBS Graduate School's Admission Office was established last year in order to meet this need. Right from the beginning the office has been very busy structuring information about the admission requirements of the different programmes, developing a web site, matching applicants with the appropriate master programmes and improving the communication with both internal and external partners. The most recent challenge is the fact that students from outside the EU will have to pay a tuition fee from next year. This gives rise to a need for a development of new strat-

egies and procedures.

Not only the future of the applicants depends on CBS. CBS' strategy of admitting both national and international applicants as well as the evaluation of them is of great importance to the quality of the programmes. Therefore, the decision of who is accepted will also affect the master programmes of CBS in the long term.

It is a demanding process having to balance the strategic goals and future growth as well as continuously developing the quality of the programmes. This process starts with marketing and evaluation of applicants. There is no doubt that the application and admission procedures for the master programmes will be an important area of focus in the future.

New System for Electronic Admission

By Jesper Sonne, Development officer

It is no longer necessary to use tons of paper to apply for a master programme at CBS Graduate School. From 2005 it is possible to send the application online at www.cbs.dk/gsb. 400 applicants without a directly qualifying degree had taken advantage of this opportunity by 1st of March 2005. The 2005 version of the online system is the first step in the development of an extensive electronic application form, which holds many advantages for both the applicants and the administrative staff at CBS.

ADVANTAGES FOR THE APPLICANTS

In the 2005 version of the application form, applicants could apply for CBS Graduate School's MSc programmes between 3 May and 1 June, if they had a directly qualifying degree. The programmes included: *cand.merc*, *cand.merc.int*, *cand.merc.aud.* and the cross-disciplinary programmes. Further more, applicants without a directly qualifying degree for *cand.merc.aud.* and the cross-disciplinary programmes could apply using the new online application form up to 1 June. In addition, current students of *cand.merc.int*, *cand.merc.aud.* and the cross-disciplinary programmes can sign up for elective courses using the new system. In 2006 the system will be further developed. The aim is that the applicants will be able to apply for all the MSc and MA programmes and elective courses at CBS Graduate School using the system. By then both Danish and foreign applicants with a bachelor degree from CBS will experience that there will be fewer boxes to fill in as it will no longer be necessary to fill in information that already exists in the administrative system. This information will be automatically generated on the screen. Further more, the system offers a higher degree of transparency because it will be possible for the applicants to follow their application and see how far along in the process it is.

ADVANTAGES FOR THE ADMINISTRATIVE STAFF

To the administrative staff it is of great advantage that hours of typing in information from the applications in the administrative system is history. In the future, CBS Graduate School will receive the applications directly into the administrative system. When Admission Office, a unit introduced on p. 4 in this issue of CBS Graduate School Update, has evaluated the individual applications the staff will pass on the information to the study secretariats electronically. In turn, the study secretariats are then able to send letters of acceptance or refusal to the applicants. The work pressure of the administrative staff will be relieved significantly with the introduction of this new online application system.

THE PERSPECTIVES

The development of the new online application system is to be seen in the light of the fact that CBS Graduate School wishes to improve the services to current and future students. In the future the resources that have so far been used on typing information into the administrative system can be used on extending and improving the level of service provided for the students. The development of the online application system has been a complex process and included that the current IT systems had to be improved. The basis for the system has been created in cooperation with the study secretariats and CBS IT, which is the information technology unit at CBS, and with help from external consultants. The ultimate goal is to create a paperless application process, where also appendixes and documentation can be transferred electronically. This will be of advantage to the environment as well as the administrative staff and the applicants.



It has now become easier to choose and apply for the right master programme. Help is not further away than the nearest computer.

New Tool to Help You Choose the Right Master Programme

By Christel Nygaard

It can be very difficult to choose what master programme to apply for, and it can also be a bit intimidating because the choice may affect your future career significantly. CBS Graduate School offers an array of interesting and relevant master programmes which makes it even harder to choose. In order to make it easier to pinpoint which programmes to look further into before the final decision is made CBS Graduate School has been involved in developing an interactive questionnaire. The questionnaire can help you find out which programmes match your requests and expectations the best.

You will find the questionnaire at our website: www.cbs.dk/gsb

How can CBS and the Business Community Share the Responsibility of Student Learning?

By Finn Kjerulff, CBS Career Center

At CBS Career Centre we are in daily contact with the people responsible for recruitment in both small and large companies in many different areas of business. Especially small companies have a lot of questions about the qualifications the different master programmes provide our graduates with. At Career Centre we help the companies identify which programmes provide the students with the qualifications the company is seeking. Several companies are unfamiliar with the new lines of specialisation and therefore they tend to hire graduates of the old, well-known programmes because this is perceived to be a safe choice. The attitude seems to be that then you know what you get. At CBS Career Centre we are working to broaden the

minds of sceptic recruitment officers and opening their eyes to different alternatives. We occasionally succeed but not often enough.

NOT ALWAYS SATISFACTION WITH GRADUATES

Several companies offer feedback to CBS Career Centre upon completion of an application process among students and graduates from CBS. Many of these companies are very committed to our students and we are in close cooperation with them. That is why it is very important to listen to the critique they might have as regards to the qualifications and attitude of our graduates.

What surprises CBS Career Centre the most is that it is the small and

medium size companies that seem to be most satisfied with our graduates. This may be because of the fact that they do not have as large a basis for comparison or that the graduates are in fact able to solve the problems there are presented with in a satisfactory manner. Another important reason might be that the small companies are prepared to accept that it takes time to obtain profitability from new employees and that this might not happen in the first six months.

Most dissatisfaction with our graduates is clearly to be found among the big and global companies. They have a very large basis for comparison because they recruit employees world wide. They also have manuals, hierarchies and very precise expectations to the qualifications and performance of the graduates often because they have read our brochures, followed our website, looked at the curriculum and so on. Not all graduates-to-be can live up to these expectations. Not because they do not have the qualifications but because they are often not comfortable with the way things are done in these types of companies.

COMMITMENT THROUGH DIALOGUE

There is no perspective in continuing things as if nothing had happened or merely discarding the critique. This would lead to a significant part of the Danish business community being closed off to CBS graduates. During the last couple of years CBS has become the target school of many large companies which means that they contact us directly when looking to recruit. This is a position we would hate to lose. Therefore we would like to give some of these companies the possibility of sharing their experiences with us.

That is why CBS Career Centre in cooperation with CBS Graduate School is inviting 40 recruitment officers from different businesses and both large



Are CBS graduates hitting a wall when facing the business community?

and small companies to a conference with the topic of the business qualifications of the graduates as the focus.

The goal is to come to an agreement on the allocation of responsibility and the division of labour between CBS and the Danish business community in order to make it clear who is responsible for which part of the learning process. Where does CBS' responsibility end and when do we and the companies expect the business community to take over? Maybe an adjustment of expectations is needed to eliminate the misunderstandings and confusion on both sides which may be the cause of the dissatisfaction with some CBS graduates.

It is very important that companies are given the possibility of presenting their experiences with recruiting CBS graduates and that they are given straight answers as to what the objective of our learning process is. Therefore, we will be combining plenum lectures with work shops. In order to ensure a useful and decision oriented outcome, professional facilitators from ICI - Initiative for Creativity and Innovation will be directing the discussions.

We expect the conference to take place later this year.

CBS Graduate School Hosts Graduate Business Conference 2006

Four students at CBS have convincingly won the status as host for the prestigious MBA and Graduate conference Graduate Business Conference in 2006. Therefore, 150 of the best MBA and graduate students of the best graduate schools in the US and Europe will be coming to CBS in April 2006.

By Peter Kiær & Steffen Brandenhoff, The Organising Committee

The conference is held once a year and was initiated by the American organisation Graduate Business Foundation. The aim of the conference is to create a network between the best MBA and graduate students at the best graduate schools in the US and Europe. The conference focuses on knowledge sharing between the schools with the objective of promoting student commitment and education aimed at creating the leaders of the future.

At the conference at University of Michigan in 2004 four students from CBS participated. Their goal was to win the status of host for CBS in 2006 with the theme Discovering Potential. They succeeded and now CBS is the first graduate school outside the US to be hosting the conference when

it takes place for the 24th time in April 2006. The conference is 100 % student organised and is fully supported by the CBS management. It will be arranged in active cooperation with CBS Graduate School. The organising committee consists of a group of students from a broad range of CBS' MSc programmes and we are already well on our way to creating what will be "The Best Graduate Business Conference Ever".

The theme of the conference is developed by the students with the help and inspiration of CBS researchers. The background for the theme Discovering Potential is that the business leaders of the future will have to have the qualifications and knowledge of being able to identify existing potential. Furthermore, they have to be able to



The team of CBS students behind the 2006 conference.

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transform and manage this potential in a way that will ensure competitive advantages in the future. The theme of the conference will be divided into a line of sub themes focussing on e.g. Discovering Excellence i.e. identification of potential in Human Resources and Process Management and Discovering the Idea i.e. Innovation and Knowledge Management and Strategic Management of organisations that will lead to a promotion of development.

In April 2005 a group of students went to Indiana to participate in this year's conference. Along with them were among others Dean Ole Stenvinkel Nilsson and Director of Graduate

School Sven Junghagen. The purpose of the trip was to market Graduate Business Conference 2006.

This year's conference was a unique opportunity for CBS to promote itself as one of Europe's leading graduate schools to the well-reputed Ivy-League schools in the US and Europe. Graduate Business Foundation consists of the 30 highest ranking graduate schools in the US and the 10 highest ranking graduate schools outside the US primarily in Europe and Canada as well as the CEMS schools. Every year the conference attracts 150 of the best and most dynamic MBA and graduate students from these schools and this

is also the goal for the participation of the 2006 conference. The status as host is an indication of CBS as an innovative and visionary business school capable of attracting great events with international attention.

Further information about the conference can be obtained by contacting Director of Graduate School Sven Junghagen (junghagen@cbs.dk) or the student organisers Peter Kiær (pk@gbc2006.com) and Steffen Gabriel Brandenhoff (sgb@gbc2006.com).

Information can also be found at the conference website: www.GBC2006.com.

New programme at CBS Graduate School: Master of Social Science in Political Communication & Management

By *Sven Junghagen, Director*

From September 2005 CBS Graduate School offers a new master programme in social science - Master of Social Science in Political Communication & Management. In the future we have the ambition of establishing several specialisations in this programme, but to start of with we offer one specialisation in the Master of Social Science i.e. the PCM specialisation in Political Communication & Management.

The PCM specialisation has a strong focus on the strategic understanding of politics, communication and management in organizations from dif-

ferent sectors in society. This is why the programme differentiates itself from other more traditional social science programmes at other universities. The PCM specialisation is a continuation of the existing management, strategy and communications programmes at CBS. However, the programme is unique because focus is placed on the challenges that arise when different sectors, i.e. the public, private and non-profit sector, have to communicate with each other across sector boundaries.

As political and strategic communicators the graduates will be able to

analyze complex management issues and act strategically in organizations that are either politically governed, act in a political environment, or in other ways find themselves in the area between the public, private and non-profit sectors. An example could be companies that take part in competitive tendering. The programme is conducted in Danish.

For more information, please contact student guidance counsellor Thomas Gylling at:

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