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The Board of Directors  
Copenhagen Business School

## **Proposal to offer a Master of Science in International Business and Politics from September 1st, 2008**

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### **Summary**

It is suggested to offer a Master of Science in International Business and Politics from September 2008, allowing the first bachelors in International Business and Politics to continue in this programme.

#### 1. Background

The suggested programme builds on the preparatory work done for the Bachelor degree. A task force was created in May 2006 to develop the new graduate programme.

#### 2. Relevance and competence profile

International interactions between businesses, national and international political institutions, and NGOs are increasingly important for all parties. This creates the need for persons who are qualified to analyze such interactions in an action-oriented perspective. The programme aims to develop such qualifications, educating graduates that are qualified for careers in all three types of organizations.

We expect the career prospects for the graduates to be good. This is based on i) the responses we got from business and public organizations in the Stakeholder dialogue, conducted in the preparations for the bachelor programme, ii) the fact that candidates from other innovative interdisciplinary programmes have proven as employable as other CBS graduates, and iii) the fact that the private sector increasingly employs many kinds of social science graduates (Djølfer).

#### 3. The proposed programme

The programme combines courses from business and management studies, political science and international political economy and international law. It follows the standard CBS model of one year of mandatory courses, one semester of electives and one semester devoted to thesis writing.



#### 4. The research resource base at CBS

The research base is clearly sufficient. Aside from CBS's strong foundations in business and management studies and international law, in the political science/international political economy disciplines the program at present can draw on 15 senior researchers (full and associate professors), 4 assistant professors, 1 post.doc. scholar, 5 ph.d. students and 2 external lecturers.

Another measure of the strength of the research base is that 13 scholars have produced international research publications that could be directly used as reading in the curriculum.

This research community has a strong international publication profile and highly developed national and international networks.

#### 5. Expected student interest and enrolment

It is considered realistic for the program to attract 75 students per year.

This is based on present student interest in the undergraduate programme in International Business and Politics and on the enrolment in the graduate programme in Business, Language and Culture, in particular the enrolment of non-Danish students.

#### 6. Financial overview

The programme will be in financial balance with an intake of 75 students per year – but with a very modest teaching budget, i.e. an average of 55.000 kr. pr 7.5 ECTS course and use of inexpensive exam forms:

#### **Working budget for a fully developed MSc IBP with 75 students:**

(Including one compulsory year and the Master thesis)

##### **MSc IBP**

1 STÅ: 13.455,00    Number of students: 75

##### **Income**

Expected grant, based on STÅ	1.514.000
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##### **Expenses**

Annuum + Study Board + course development	155.000
1. semester (4 * 7,5 ECTS courses)	220.000
2. semester (4*7,5 ECTS courses)	220.000
Individual Master thesis projects	915.000
<b>Total expenses</b>	<b>1.510.000</b>

<b>Balance</b>	<b>4.000</b>
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"STÅ-rates", expenditure calculations, and other assumptions are presented in section 6 below.

The programme is viable under these financial conditions, but it will be difficult to live up to the potential and ambitions concerning competitiveness with strong institutions abroad. This will require additional funding of 300.000 pr year.

Due to the delayed STÅ-income, the situation in the first years will be as follows:

	75 students		
	Total expenditure	STÅ income	Additional Funding
2008	278.000	0	278.000
2009	575.000	0	575.000
2010	1.510.000	1.009.000	501.000
2011 and ensuing years	1.510.000	1.514.000	(4.000)

#### 7. Relations to other graduate programmes

The IBP programme is clearly differentiated from other graduate programmes at CBS. It lies in a border area between what traditionally is taught at business schools and universities and Danish universities have largely missed the opportunity to expand into this area, thus there are no comparable study programmes elsewhere in Denmark.

In the rest of Europe, North America and elsewhere the situation is somewhat different. There is clear evidence of a growing interest in international business and politics and a growing supply of study programmes that seek to capture this interest. In relation to this development, the IBP programmes at CBS have a distinct and differentiated profile.

At CBS, the "natural partners" for IBP are the graduate programmes in International Business Studies (a cand.merc. line) and the two lines of the Culture, Language and Management programme (cand.merc.int.): Intercultural Management and Business and Development Studies. Several types of cooperation and joint efforts can be envisioned.

The possibility of offering a cand.soc. degree with an international business and politics profile should be investigated

#### 8 Next steps

If approved by the Board the next step will be to prepare an application to the Ministry of Science, Technology and Development. If the Ministry has granted approval by late autumn 2007, program development can be concluded in due time for teaching to begin in September 2008.

## **Proposal to offer a Master of Science in International Business and Politics from September 1st, 2008**

### 1. Institutional Background

The Bachelor of Science in International Business and Politics opened in August 2005 as part of CBS' initiative in the Business and Politics area, approved by the Board in February 2004.

In the spring of 2006 the Dean of the economic faculty decided to commence the development of a corresponding Master of Science in International Business and Politics. Money was allocated for the purpose and a task force, led by Morten Ougaard and with 5 other faculty and 3 IBP students was established. Faculty members are from the IKL, LPF, INT and Law departments and from the Centre for Business and Politics.

The group began its work in May 2006. It took as point of departure the preparatory work done for the BSc IBP, including the stakeholder dialogue with representatives from business, the public sector and one NGO (enclosed) which gave valuable input concerning the relevance and profile of the new programme.

The task force set as goal to open the Master programme in September 2008, thus allowing the first IBP bachelors (graduating June 2008) to continue on a master programme with a clear international business and politics profile.

The group has held 4 meetings; between meetings members have made papers and suggestions individually and in smaller groups. Ideas and opinions have also been solicited from non-members of the group and the task force has sought inspiration from other programs in Denmark and abroad.

In November 2005 the work had resulted in a draft competence profile and a draft description of structure and content. The next step would be to turn these drafts into formal course descriptions and suggested programme regulations. Due to the new Ministerial Order on Exams and the derived consequences for the formulation of programme regulations it was decided to wait for guidelines for the implementation of the new rules before this next step was taken. As soon as these guidelines are issued, the task force can finalize the work within a short time-frame if approved by the CBS Board.

### 2. Relevance and competence profile

The relevance of the IBP programme is based on some of the most significant contemporary processes of societal change. One is the range of changes usually summarized under the heading of globalization, i.e. the deepened internationalization of all aspects of social life: economic, political, social, and cultural, on a global, quasi-global, and regional scale. Another set of changes concerns the relations between political institutions and market actors: privatisation, deregulation, new types of public-private partnerships, new modes of regulation, and voluntary codes of conduct and so on. Such developments often have a clear international dimension.

Together these developments mean that international interactions between businesses, national and international political institutions, and NGOs are in-

creasingly important for all three types of actors. This creates a need for persons who are qualified to analyze such interactions in an action-oriented perspective, based on a strong understanding of all actors.

The ambition of the programme is to meet this demand, educating graduates that are qualified for careers in all three types of organizations.

(These arguments are presented more fully in Appendix 3 to the Stakeholder Dialogue Report.)

Therefore the programme aims to develop the following key specific competences (aside from general competencies common to all social science Master programmes):

- Knowledge and understanding of specialized and advanced problems and results in international business and management studies, political science, and international political economy, focussing on interactions between businesses, national and international political institutions, and non-governmental organisations.
- Skills in posing and developing relevant research questions in the fields of international business and management studies, political science, and international political economy, and in carrying out the research in accordance with normal academic standards.
- The ability to utilize these skills to identify problems and develop solutions for private and public enterprises and organisations.

We expect the career prospects for the graduates to be good. This is based on i) the responses we got from businesses and public organizations in the Stakeholder dialogue, conducted in the preparations for the bachelor programme, ii) the fact that candidates from other innovative interdisciplinary programmes have proven as employable as other CBS graduates, and iii) the fact that the private sector increasingly employs many kinds of social science graduates (Djøfere).

### 3. The proposed programme

The proposal is to create a *combination programme* leading to the Master of Science in International Business and Politics (cand.merc.pol.) degree.

The enclosed diagram presents the suggested structure and content of the programme.

The suggestion is based on the preparatory work on competence profile and contents done for the Bachelor programme. Specifically this means:

- A clear *global* perspective
- Focus on interactions between *businesses, political institutions and NGOs*,
- Career perspectives in *all three types* of organizations,
- Some emphasis on *international law*, a topic that deliberately was left out of the bachelor programme,
- A programme entirely *taught in English*.

In addition, the development task-force has emphasized the following concerns:

- A balance between “*Verstehen*” and “*Verändern*” (inspired by the Hertie School of Governance in Berlin), i.e. between analytical and theoretical “understanding” courses and action/decision-oriented courses.
- Courses should reflect *contemporary research* and should be described in the formal regulations in a way that allows up-dating on an ongoing basis, while still ensuring a sense of historical background and perspective.
- The programme should *build on the Bachelor* in International Business and Politics, deepening and qualifying students’ competencies in accordance with the Ministerial order on university education. Thus there should be a clear progression in terms of content and academic level.
- At the same time, this should be balanced against the concern not to make it unnecessarily difficult to enter the program for bachelors from other programmes, at CBS and other institutions in Denmark and abroad.
- The programme should be *interesting and appealing to ambitious students*, stirring their curiosity and challenging them to study seriously and independently.
- The programme follows the *standard CBS model*: 2 mandatory semesters, 1 semester of electives, 1 semester devoted to thesis writing.

The suggested programme structure is presented in schematic form below.

The names in parentheses indicate the group members that had the lead role in developing each course. Although nothing is final yet, this also indicates how academic responsibility for the courses can be anchored. The distribution on 5 different entities is a rather large spread for a Masters programme, which may entail coordination problems. So far, however this has not been a problem and we believe that the risk by far is out-weighed by the benefits of anchoring the programme in strong research milieus with significant competences in the relevant areas.

### MSc. in International Business and Politics - Draft Program Structure

With indicative keywords, all courses are 7.5 ECTS.

<b>1<sup>st</sup> year Fall semester</b>			
<b>1. International Business Strategy</b> How firms become and remain international. International strategy formulation, the internationalization process, inter-firm collaboration. (Dana Minboeva, INT)	<b>2. International Business Law</b> What is international law, dispute settlement, international sales contracts, trade in goods, multinational firms and international, home and host country regulation (Lynn Roseberry, Law Dept.)	<b>3. Classical thinkers in contemporary IPE analysis</b> Contemporary problems in the international business-politics nexus, analysed from liberal, mercantilist, and critical theoretical perspectives. (Morten Ougaard, IKL)	<b>4. Politics of Business Standards</b> International convergence and divergence of business standards, the role of international organizations in shaping business standards at the regional and global levels (Leonard Seabrooke, CBP)
<b>1<sup>st</sup> year Spring semester</b>			
<b>5. Managing TNCs</b> Globalization, managing across cultures, managing employees, managing knowledge, public-private partnerships (Dana Minboeva, INT)	<b>6. Managing IOs &amp; NGOs.</b> Globalization, managing across cultures, managing employees, managing knowledge, public-private partnerships (Len Seabrooke, CBP)	<b>7. Law and Politics of Global Community</b> The relationship between international law and international politics and how they affect the international business community ( Inger-Johanne Sand, LPF, Anna Leander, IKL)	<b>8. Political Risk: Business in Political Conflicts</b> Focus on intense and open political conflicts which shape business activities and in which business often play a pivotal role. What are the causes of political risk, what are the responses to political risk, can political risk be prevented? (Anna Leander, IKL)
<b>2<sup>nd</sup> year Fall semester</b>			
<b>Electives</b> 4 x 7.5 ECTS			
<b>2<sup>nd</sup> year Spring Semester</b>			
<b>THESIS</b> 30 ECTS			

#### 4. Research resource base

The research foundation for the management components of the programme is evident and should require no further elaboration.

The law components can draw on expertise from the Law department that has several faculty members working in international law. Furthermore, the international law-politics interface is also a research subject at LPF.

The most interesting issue is the area that is new in the context of CBS graduate programmes, the international political economy/political science area. Here the research resource base is more than sufficient.

Several departments and centres have faculty with a relevant educational background and research publications in international political economy, business and politics, and political science. These entities include: the Business and Global Governance cluster at IKL, the Centre for Business and Development Studies at IKL, the Centre for Corporate Values and Responsibility at IKL/LPF, the Politics Group at LPF, and the Centre for Business and Politics.

Altogether the Political Science/IPE components of the program at present can draw on a research community of 15 senior researchers (associate and full professors), 4 assistant professors, 1 post.doc, 5 ph.d. students and 2 external lecturers.

Collectively this research community has a strong international publication profile in relevant areas and highly developed national and international networks.

A more demanding way to document the research basis for the political science/IPE parts of the programme is to list faculty with one or more international research publication that could be included as reading in the curriculum.

This list would include Carsten Greve, Hans Krause Hansen, Erik Højbjerg, Jette Steen Knudsen, Anna Leander, Peter Nedergaard, Morten Ougaard, Ove Kaj Pedersen, Dorte Salskov-Iversen, Inger Johanne Sand, Leonard Seabrooke, Peter Lund Thomsen, and Mette Zølner. Together, since 2000 these 13 scholars have published internationally (non-Scandinavian languages) ca 50 journal articles and book chapters, 4 single/joint author books, 10 edited volumes and more than 35 conference papers.

Finally it should be noted that there are relevant competencies at other departments at CBS than those mentioned above and that it is possible to recruit additional qualified external lecturers.

##### 5. Expected student interest and enrolment

We consider it realistic to attract 75 or more qualified students per year from the IBP bachelor programme, from other bachelor programmes at CBS, and from bachelor programmes at other institutions in Denmark and abroad.

This estimate is based on student interest in the IBP bachelor programme and the ability of other CBS master programmes taught in English, in particular the Business-Language-Culture programme to attract students from abroad.

In 2006 the IBP bachelor programme had a total of 419 applicants, 181 of these had IBP as their first priority. In quota I the program had 193 applicants of which 82 were first priority applicants. The result was an admission GPA of 9.4, among the highest at CBS. Compared to the previous year (the programme's first year), the number of quota I applications grew from 130 to 181, and the number of 1<sup>st</sup> priority quota I applications grew from 64 to 81.

These numbers show a strong and growing interest among qualified potential students for the IBP profile.

The BLC graduate programme in Business, Language and Culture is comparable to the IBP programme in being an innovative and fairly unique interdisciplinary programme with a strong international profile, also being taught in English. Since its transformation into a purely foreign language programme, BLC has significantly increased its intake of students from abroad. In 2006 the programme admitted a total of 116 students of which 46 were non-Danish, 5 of these from outside the EU/EEA area.

Based on this experience, it is realistic to expect that non-Danish student interest for the IBP graduate programme will be considerable.

In the judgement of CBS's International Admissions Officer, Anne Mette Hou, "there is clearly a big potential for a cand.merc.(pol) degree in English, which to a large extent can attract students with a background in political science, Danish as well as foreign."

Considering that the IBP bachelor programme eventually will graduate 75 to 80 students per year, many of whom will want to continue with an IBP profile, these indicators mean that a yearly intake of 75 students per year is realistic.

In this context it is worth noting that it might be possible to broaden the recruitment base further through the introduction of a cand.soc degree in close cooperation with the IBP programme.

## 6. Finances

Below we have calculated the funding needs based on  
 i) a yearly enrolment of 75 students,  
 ii) an average cost of 55.000 kr. per 7,5 ECTS course and  
 iii) the assumption that all students write their thesis individually.

### **Working budget for a fully developed MSc IBP with 75 students:** (Including one compulsory year and the Master thesis)

<b>MSc IBP</b>	
1 STÅ: 13.455,00	Number of students: 75
<b>Income</b>	
Expected grant, based on STÅ	1.514.000
<b>Expenses</b>	
Annuum + Study Board + course development	155.000
1. semester (4 * 7,5 ECTS courses)	220.000
2. semester (4*7,5 ECTS courses)	220.000
Individual Master thesis projects	915.000
Total expenses	1.510.000
Balance	4.000

The programme is viable under these financial conditions, but it will be difficult to live up to the potential and ambitions concerning competitiveness with strong institutions abroad. This will require additional funding of 300.000 pr year.

This would allow

- a class size of 25 in ca half of the courses (the accepted maximum in many competing institutions)
- much more individual feed-back to students on their own work, which is the best way to support their learning processes,
- more room for development of new teaching methods and updated teaching material, and
- the use of better and more varied exam forms.

All new programmes face the problem of delayed income generation – STÅ income in one year is based on exam production in the preceding year. This creates an additional need for financing in the first 3 years.

	75 students		
	Total expenditure	STÅ income	Additional Funding
2008	278.000	0	278.000
2009	575.000	0	575.000
2010	1.510.000	1.009.000	501.000
2011 and ensuing years	1.510.000	1.514.000	(4.000)

It must also be taken into account that the first cohort of IBP bachelors will be small because the Ministry only allowed an intake of 40 students the first year – as opposed to the present 80. Because of this smaller recruitment base it may not be possible to reach 75 students in the first year of the graduate programme. To illuminate the consequences of this possibility, the following diagram gives an overview of a rather pessimistic scenario:

	35 students 1st year, then 75		
	Total expenditure	STÅ income	Additional Funding
2008	277.500	0	277.500
2009	575.000	0	575.000
2010	1.022.000	471.000	551.000
2011	1.510.000	1.245.000	265.000
2012 and ensuing years	1.510.000	1.514.000	(4000)

## 7. Relations to other graduate programmes

### a) At CBS

Due to the emphasis on business and politics, the strong IPE/political science component, and the international and global perspective the IBP programme is clearly differentiated from all other graduate programmes at CBS.

The International Business Studies programme covers some political topics. It does not, however, include political science and international political economy as distinct disciplines, and the IBP curriculum covers a broader range of international political topics.

The IBP programme distinguishes itself from the two BLC lines – Intercultural Management and Business and Development studies – in the same two regards. Furthermore, with the emphasis on language and culture, the BLC programme spans the humanities and social sciences, whereas IBP is a purely social science programme.

In spite of these clear differences, however, among CBS graduate programmes these two have the largest common ground with IBP. Therefore they are the most likely candidates for closer cooperation.

### b) At other Danish universities

The IBP profile lies in a border area between what traditionally is studied and taught at business schools and universities and that is of growing relevance, as argued in section 2 above.

Danish universities seem largely to have missed the opportunity to expand into this area and we have found no comparable study programmes elsewhere in Denmark. The universities' political science programmes have strong components in international politics and international relations, but little international political economy. They have some economics courses, but almost entirely focussing on micro- and macro economics, and the business and management perspective is largely absent.

The universities' economics programmes have elements of managerial economics and very little politics and international politics. They are also highly oriented towards mathematical methods.

#### c) Abroad

In the rest of Europe, North America and elsewhere the situation is somewhat different. Two trends are worth noticing. The first is that business schools have begun to offer courses that reflect the same concerns as the IBP programme. The MBA programme at Harvard Business School, for instance, has a mandatory course in "Business, Government, and the International Economy" and the corresponding academic unit offers several electives. Generally it is no longer unusual for business schools to offer courses that focus on business and politics in an international perspective.

The second trend is the proliferation of graduate and undergraduate programmes dedicated to international economics and politics, typically under the heading International Political Economy. 15 years ago, such programmes scarcely existed; today they are found in many universities, for instance the universities of Warwick, Kent, Leeds, and Birmingham in the UK, the London School of Economics, Puget University in Canada, and the Nanyang Technical University in Singapore.

Thus there is clear evidence of a growing interest abroad in the topic of international business and politics and a growing supply of study programmes that seek to capture this interest. In relation to this development, the IBP programmes at CBS have a distinct and differentiated profile. They have a much stronger political science and IPE component compared to the situation in other business schools which make them attractive to some business school students. And compared to the university IPE programs, there is a much stronger business and management focus which most likely will be a point of attraction for some university students.

#### d) Cooperation prospects with other programmes at CBS

Based on language and content, the "natural partners" for IBP are the graduate programmes in International Business Studies (a cand.merc. line) and the two lines of the Culture, Language and Management programme (cand.merc.int.): Intercultural Management and Business and Development Studies.

Several types of cooperation and joint efforts can be envisioned:

- It is reasonable to expect that a number of students from each of these will want to take some of the mandatory courses in the others as electives.

- It seems possible for the programs in some cases to join forces to develop and offer electives that will be attractive to students from all three programmes.
- It is also worth considering whether some mandatory courses can be developed and taught jointly, wholly and in part.
- Joint marketing efforts, in particular abroad, would probably be worthwhile.

A possible cand. soc degree?

To expand the recruitment base by enabling students without previous training in business and management studies, one possibility could be to offer the entire IBP graduate programme or major parts of it as a cand.soc. degree. This poses several problems that require further study but the possibility should be pursued.

#### 8 Next steps

If approved by the Board the next step will be to prepare an application to the Ministry of Science, Technology and Development. If the Ministry has granted approval by late autumn 2007, program development can be concluded in due time for teaching to begin in September 2008.

Frederiksberg d. 01.3. 2007  
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