DR. WOLFGANG SOFKA

Professor for Strategic and International Management
Department of Strategy and Innovation
Copenhagen Business School
Kilevej 14A
2000 Frederiksberg, Denmark

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ACADEMIC POSITIONS

Copenhagen Business School, Denmark Department of Strategy and Innovation Professor for Strategic and International Management, since December 2019

University of Liverpool – Management School Department of Strategy, International Business & Entrepreneurship Chair in International Business (part time, permanent), since September 2017

2017-2019 Copenhagen Business School, Denmark Department of Strategy and Innovation Professor (MSO) for Strategic and International Management,

2013 – 2017 Copenhagen Business School, Denmark Department of Strategic Management and Globalization Associate Professor

2009 - 2013 Tilburg University, the NetherlandsDepartment of Organization and StrategyAssistant Professor

2002 - 2009 Centre for European Economic Research (ZEW) Mannheim, Germany; Department of Industrial Economics and International Management

PhD Research Fellow International Management

RESEARCH INTERESTS

Hiring and retention in Multinational Corporations Strategic human capital Knowledge protection strategies Knowledge search

REFEREED JOURNAL PUBLICATIONS

[Journal Impact Factors from Clarivate InCites Journal Citation Reports 2020 in parentheses]

 Grecu, Alina, Wolfgang Sofka, Marcus Møller Larsen and Torben Pedersen (2021), Unintended Signals: Why Companies with a History of Offshoring Have to Pay Wage Penalties for New Hires, forthcoming, <u>Journal of International Business Studies</u>. [9.158]

- Sofka, Wolfgang, Christoph Grimpe and Ulrich Kaiser (2021), Understanding the Unwritten Rules of the Game – Government Work Experience and Salary Premiums in Foreign MNC Subsidiaries, forthcoming, <u>Journal of International Business Studies</u>. [9.158]
- Brennecke, Julia, Wolfgang Sofka, Olaf Rank and Peng Wang (2021), How the Organizational Design of R&D Units Affects Individual Search Intensity - A Network Study, 50 (5), 1-14. <u>Research Policy</u>. [5.351]
- Sofka, Wolfgang, Christoph Grimpe, Fuad Hasanov and Reda Cherif (2021), Additionality or Opportunism – Do Host Country R&D Subsidies Impact Innovation in Foreign MNC Subsidiaries?, forthcoming: <u>Journal of International Business Policy</u>.
- Schubert, Torben, Pedro de Faria and Wolfgang Sofka, Recruiting Strategic Human Capital from MNCs – Does Hiring MNC Managers Enable Exporting in Domestic Firms (2021), forthcoming: <u>PLOS One.</u>
- Papageorgiadis, Nikolaos and Wolfgang Sofka (2020), Patent Enforcement Across 51 Countries - Patent Enforcement Index 1998-2017, <u>Journal of World Business</u>, 55 (4), 1-14. [5.194]
- Distel, Andreas, Wolfgang Sofka, Pedro de Faria, António Ribeiro and Miguel Preto (2019), Dynamic Capabilities for Hire – How Former Host Country Entrepreneurs as MNC Subsidiary Managers Affect Performance, <u>Journal of International Business Studies</u>, forthcoming. [9.158]
- Grimpe, Christoph, Martin Murmann and Wolfgang Sofka (2019), Organizational Design Choices of High-Tech Startups How Middle Management Drives Innovation Performance, <u>Strategic Entrepreneurship Journal</u>, 13 (3), 359-378. [6.200]
- Grimpe, Christoph, Ulrich Kaiser and Wolfgang Sofka (2019), Signaling Valuable Human Capital: Advocacy Group Work Experience and its Effect on Employee Pay in Innovative Firms, <u>Strategic Management Journal</u>, 40(4), 685-710. [5.463]
- Sofka, Wolfgang, Edlira Shehu and Pedro de Faria (2018), Protecting Knowledge: How Legal Requirements to Reveal Information Affect the Importance of Secrecy, <u>Research Policy</u> 47(3), 558-572. [5.351]
- Grimpe, Christoph, Wolfgang Sofka, Mukesh Bhargava and Rabikar Chatterjee (2017), R&D, Marketing Innovation, and New Product Performance: A Mixed Methods Study, <u>Journal of Product Innovation</u> <u>Management</u> 34(3), 360-383. [5.000]
- Ørding Olsen, Anders, Wolfgang Sofka and Christoph Grimpe (2016), Coordinated Exploration for Grand Challenges: The Role of Advocacy Groups in Search Consortia, <u>Academy of Management Journal</u> 59(6), 2232-2255. [7.525]
- Ørding Olsen, Anders, Wolfgang Sofka and Christoph Grimpe (2017),
 Solving Environmental Problems: Knowledge and Coordination in
 Collaborative Search, Long Range Planning, 50(6), 726-740. [4.041]
- Grimpe, Christoph and Wolfgang Sofka (2016), Complementarities in the Search for Innovation - Managing Markets and Relationships, <u>Research</u> <u>Policy</u> 45 (10), 2036-2053. [5.351]
- Ketata, Ihsen, Wolfgang Sofka and Christoph Grimpe (2015), The role of internal capabilities and firms' environment for sustainable innovation: evidence for Germany, R&D Management, 45 (1), 60-75. [2.908]
- Sofka, Wolfgang, Pedro de Faria and Miguel Preto (2014), MNC Subsidiary Closure What is the Value of the Employees' Human Capital in their new

- Jobs?, Journal of International Business Studies 45(6), 723-750. [9.158]
- Sofka Wolfgang, Shehu Edlira, de Faria Pedro (2014), Multinational Subsidiary Knowledge Protection—Do Mandates and Clusters Matter? <u>Research Policy</u> 43(8), 1320-1333. [5.351]
- Köhler, Christian, Wolfgang Sofka and Christoph Grimpe (2012), Selective Search, Sectoral Patterns, and the Impact on Product Innovation Performance, Research Policy 41 (8), 1344-1356. [5.351]
- de Faria, Pedro and Wolfgang Sofka (2010), Knowledge Protection Strategies of Multinational Firms - a Cross-Country Comparison, <u>Research</u> <u>Policy</u> 39 (7), 956-968. [5.351]
- Sofka, Wolfgang and Christoph Grimpe (2010), Specialized Search and Innovation Performance - Evidence across Europe, <u>R&D Management</u> 40 (3), 310-323. [2.908]
- Aschhoff, Birgit and Wolfgang Sofka (2009), Innovation on Demand Can Public Procurement Drive Market Success of Innovations?, <u>Research Policy</u> 38 (8), 1235-1247. [5.351]
- Sofka, Wolfgang and Tobias Schmidt (2009), Liability of Foreignness as a Barrier to Knowledge Spillovers: Lost in Translation?, <u>Journal of International Management</u>, 15 (4), 460-474. [3.821]
- Grimpe, Christoph and Wolfgang Sofka (2009), Search Patterns and Absorptive Capacity Low- and High-Technology Sectors in European Countries, Research Policy 38 (3), 495–506. [5.351]
- Sofka, Wolfgang (2008), Globalizing Domestic Absorptive Capacities,
 Management International Review (mir) 48 (6), 769-792. [2.015]
- Sofka, Wolfgang and Joerg Zimmermann (2008), Regional Economic Stress as Moderator of Liability of Foreignness, <u>Journal of International</u> <u>Management</u> 14 (2), 155-172. [3.821]

Publications in German

- Schmiele, Anja and Wolfgang Sofka (2008), M&A-Investitionen aus Brasilien, Russland, Indien und China in Deutschland, <u>M&A Review</u> 7/2008, 359-363.
- Grimpe, Christoph, Tobias Schmidt and Wolfgang Sofka (2007), Innovationspotenziale in der Bewertung von IPOs, <u>M&A Review</u> 3/2007, 118-123.
- Sofka, Wolfgang (2006), Ostdeutschland als Sprungbrett für ausländische Anbieter, <u>ZfAW Zeitschrift für die gesamte Wertschöpfungskette</u> <u>Automobilwirtschaft</u> 4/2006, 19-23.
- Borell, Mariela and Wolfgang Sofka (2006), Ausländische Investoren auf dem deutschen Kapitalmarkt: Fremde in einem fremden Land?, <u>FINANZ</u> <u>BETRIEB</u> 2, 114-122.

PROJECTS IN PROGRESS

- Grimpe, Christoph, Ulrich Kaiser and Wolfgang Sofka, Retaining Strategic Human Capital in MNC Subsidiaries - Digital Competence Creation and the War for Digital Talent in Host Countries, under third round review: <u>Journal of International Business Studies.</u>
- Sofka, Wolfgang, Nikolaos Papageorgiadis, Sreevas Sahasranamam and K.V. Mukundhan, Strategic Vulnerabilities of Emerging Market MNCs – How Superstitious Learning in Weak Patent Systems Increases the Risks of Patent Litigation Abroad, under second round review: <u>Strategic</u>

Management Journal.

- Golovko, Elena, Cindy Lopez-Bento and Wolfgang Sofka, Marketing Learning by Exporting - How Export-Induced Marketing Investments Improve Firm Performance At Home, under third round review: <u>Journal of Business Research</u>.
- Horner, Sam, Nikolaos Papageorgiadis, Wolfgang Sofka and Sofia Angelidou, Unintended Signaling Effects of Patent Litigation: Why Universities Facing Patent Litigation Increase their Licensing Income, under second round review: <u>Research Policy.</u>
- Grimpe, Christoph, Wolfgang Sofka and Andreas Diestel, SME Participation in Research Grant Consortia The Emergence of Coordinated Attention in Collaborative Innovation, under second round review: Small Business Economics.
- Sofka, Wolfgang, Christoph Grimpe and Ulrich Kaiser, Digitalization and its Effect on the Job Mobility of Marketing Professionals in Foreign MNC Subsidiaries, under first round review: <u>Journal of International Business</u> <u>Studies</u>.
- Santangelo, Grazia, Vera Rocha and Wolfgang Sofka, The Strategic Value of Generic Human Capital: Why Hiring Refugees is More than Charity, preparing for submission to: <u>Organization Science</u>.
- Distel, Andreas, John Källström, Torben Schubert and Wolfgang Sofka, Origins of the Microfoundations of Firms' Resource Reconfiguration - The Effects of Hiring Former Consultants as Managers, preparing for submission to: <u>Organization Science</u>.
- Grimpe, Christoph, Martin Murmann, Nathan Rietzler and Wolfgang Sofka, Decision Making Delegation by Founders and its Effect on Employee Retention in Startups, preparing for submission to: <u>Strategic</u> <u>Entrepreneurship Journal.</u>

DISSEMINATION, EXPERT REPORTS AND BOOKS

- Peters, Bettina, Josefine Diekhof, Hannes Marks, Christoph Grimpe and Wolfgang Sofka (2021), Implementation Study: Markets for Technology ('Machbarkeitsstudie: Technologiemärkte'), Report to the Expert Commission for Research and Innovation (EFI), Germany, Center for European Economic Research, Mannheim.
- Patent Enforcement Index 1998-2017; annual composite index that rates
 the strength and effectiveness of the patent systems of 51 countries used in
 research and IP management,
 https://www.liverpool.ac.uk/management/research/projects/patent-
- Panelist, Innovation Across Boundaries Young Researcher Workshop 2020, University of Liverpool Management School, 20 November 2020, Liverpool
- Keynote panel discussion, Conference on Economy and Competitiveness 2018 (Jornada da Economia e da Competitividade 2018), <u>Fundação</u> <u>Francisco Manuel dos Santos</u>, 3 October 2018, Casa da Música, Porto, Portugal.
- Sofka, Wolfgang, Edlira Shehu and Hristo Hristov (2018), Research and Innovation Observatory - Country Report Germany 2017, <u>European Commission</u>, <u>Joint Research Centre</u>, Brussels.
- De Faria, Pedro, Miguel Torres Preto, Wolfgang Sofka, António Ribeiro

- and Andreas Distel (2018), Encerramento de multinacionais, <u>Fundacao</u> <u>Francisco Manuel dos Santos</u>, Resumodos da Fundacao 2, Lisbon.
- Grimpe, Christoph, Wolfgang Sofka and Andreas Distel (2017), Study on Innovation in Horizon 2020 Projects, <u>European Commission Directorate-General for Research and Innovation (RTD)</u>, Brussels.
- Sofka, Wolfgang and Maren Sprutacz (2017), Research and Innovation Observatory - Country Report Germany 2016, <u>European Commission</u>, <u>Joint Research Centre</u>, Brussels.
- Sofka, Wolfgang and Maren Sprutacz (2016), Research and Innovation Observatory - Country Report Germany 2015, <u>European Commission</u>, <u>Ioint Research Centre</u>, Brussels.
- Sofka, Wolfgang (2015), Research and Innovation Observatory Report Germany 2014, <u>European Commission</u>, <u>Joint Research Centre</u>, Brussels.
- Sofka, Wolfgang, Miguel Torres Preto and Pedro de Faria (2015), Foreign Divestment: What stays when multinationals leave?, <u>Columbia FDI Perspectives</u>, Columbia Center on Sustainable Investment, No. 155, New York.
- Zimmermann, Joerg, Wolfgang Sofka and Fernando Hervas (2013), Attracting Foreign Direct Investment without Weakening Domestic Firms, Policy Brief for the European Commission, Joint Research Centre -Institute for Prospective Technological Studies, Seville.
- Grimpe, Christoph and Wolfgang Sofka (2008), Rapid Response Capabilities: The Importance of Speed and Flexibility for Successful Innovation Challenges, in: Management of New Technologies (International Association for Management of Technology IAMOT), Sherif, M. H. and T.M. Khalil (eds), World Scientific Publishing Company, Singapore.
- Grimpe, Christoph, Wolfgang Sofka and John Saee (2007), Managing innovation and learning in dynamic environments: The role of rapid response capabilities, in: John Saee, Contemporary corporate strategy, London, New York, 328-342.
- Heneric, Oliver, Georg Licht and Wolfgang Sofka (2005), <u>Europe's Automotive Industry on the Move: Competitiveness in a Changing World</u>, Bd. 32, ZEW Economic Studies.
- Czarnitzki, Dirk, Andreas Fier, Oliver Heneric, Katrin Hussinger, Georg Licht, Elisabeth Müller and Wolfgang Sofka (2004), <u>European</u> <u>Competitiveness Report 2004</u>, Competitiveness and Benchmarking, European Commission, Mannheim.

AWARDS

Strategic Management Society Annual Meeting 2020 Nominated for Best Conference Paper Finalist for Strategic Human Capital Interest Group Best Paper

Academy of Management 2020

Nominated for Carolyn B. Dexter Award

Academy of International Business 2020

Nominated for 2020 Temple/AIB Best Paper Award

Academy of International Business 2018

Nominated for 2018 Temple/AIB Best Paper Award

Strategic Management Society Annual Meeting 2017

Nominated for Best Conference Paper

Strategic Management Society Annual Meeting 2017, Strategic Human Capital Interest Group (SHCIG)

Two papers nominated for Strategic Human Capital Interest Group best paper award

Danish Society for Education and Business (DSEB)

Research Dissemination Prize 2016

Strategic Management Society Annual Meeting 2016

Finalist Best Conference Paper, honorary mention.

International Competitiveness Management Conference 2015

Best Paper

Academy of Management 2014

Finalist International Management Division Best Paper in OM/HRM/OT

Academy of International Business 2013

Finalist Haynes Prize for the Most Promising Scholar

Academy of Management 2006, 2009 (two papers), 2012, 2014, 2019, 2020 Best Paper Proceedings

IEEE International Engineering Management Conference – Europe 2008 Best Student Paper

Academy of International Business 2007

Finalist Haynes Prize for the Most Promising Scholar

International Association for Management of Technology 2007 Best Student Paper

TEACHING EXPERIENCE

Copenhagen Business School, Denmark

Master Program Concentration Coordinator

Since 2017 Master of Science (MSc) in Finance and Strategic Management, FSM

Management of a two-year, 120 ECTS Master program for 140 students

Courses

2013 - 2021 International Business and Strategy (Master International Marketing and Management, IMM); Coordinator

Average student evaluation (maximum 5) 2021: 4.8; 2020: 4.6; 2019: 4.4; 2018: 4.7 Recommendation by Study Programme as Top Performing educator; 2017: 4.5; 2016: 4.3; 2015: 4.6; 2014: 4.6 Recommendation by Study Programme as Top Performing educator

2013- 2021 Corporate Strategy (Master Finance and Strategic Management, FSM)

Average student evaluation (maximum 5) 2021: 4.5; 2020: 4.8 Recommendation by Study Programme as Top Performing educator; 2019: 4.8 Recommendation by Study Programme as Top Performing educator; 2018: 4.6; 2017: 4.2; 2016: 4.5 2015: 4.5; 2014: 4.4 Recommendation by Study Programme as Top Performing educator

2014-2021 Foundations of Strategy (Master International Marketing and Management, IMM); Coordinator

Average student evaluation (maximum 5) 2020: 4.0; 2019: 4.0; 2018: 4.0; 2017: 4.2; 2016: 4.2; 2015: 4.2 Recommendation by Study Programme as Top Performing educator; 2014: 3.8

2014-2021 Strategic Management (Master Finance and Strategic Management, FSM)

Average student evaluation (maximum 5) 2020 (digital, corona): 4.2; 2019: 4.6; 2018: 4.2; 2017: 4.0; 2016: 3.9; 2015: 4.3 Recommendation by Study Programme as Top Performing educator; 2014: 3.7

2017-2019 PhD course Advances in Strategic Management

Average student evaluation (maximum 5) 2018: 5.0

2017 PhD course Multinational Corporations in an Age of Anti-Globalization

2016 International Business Strategy (Master International Business and Politics)

Average student evaluation (maximum 5) 2017: 4.3; 2016: 4.2

2014-2017 Strategy Implementation (Master, elective);

Average student evaluation (maximum 5) 2017: 4.2

2014 PhD Development Seminar of the PhD School in Economics and Management; Coordinator

2014 International Economics and Business (Bachelor, Business Administration)

Average student evaluation (maximum 5) 2015: 4.3; 2014: 4.1

University of Zurich, Switzerland

2021 PhD seminar: How to frame a contribution for a top management journal

Tilburg University, Tilburg, the Netherlands

Courses

2010 - 2012 Strategy Process and Decision Making (Master)

Average student evaluation: 3.95 (maximum 5)

2010 - 2012 International Management (Bachelor)

Average student evaluation: 4.11 (maximum 5)

2010 - 2012 Seminar Internationalization of Innovation (Doctoral)

University of Cooperative Education, Mannheim, Germany

Courses

2002 - 2007 Principles in Economics (Bachelor)

2002 - 2007 Microeconomics (Bachelor)

EDUCATION

2004 - 2008 University of Hamburg, Department for Marketing and Innovation

Doctoral degree, Grade: Summa cum laude ("with highest praise")

Dissertation: Internationalization of Open Innovation Strategies — Opportunities and Challenges for the Management of Innovation

Committee: Prof. Dr. Thorsten Teichert (Chair), Prof. Dr. Michel Clement, Prof. Dr. Henrik Sattler

1996 - 2001 Master in Business Administration at the University of Augsburg, Germany

Majors: Management and Organisation, Information Systems Management, Data analysis and Statistics

Degree: Diplomkaufmann, (Master), Grade A

1998 - 2000 Master in Economics at Wayne State University, College of Liberal Arts, Detroit, Michigan, USA

Degree: Master of Arts in Economics, GPA 3.87 (A)

INVITED SEMINARS

2020 University of Mannheim, Germany

2020 DRUID PhD Course, keynote speaker, University of Southern Denmark, Odense

2017 University of Barcelona, Spain

2017 University of Luxembourg

2017 University of Wuppertal, Germany

2014 Vienna University of Economics and Business, Vienna, Austria

2014 Keynote speaker, EU-SPRI Forum Early Career Researcher

Conference (ECC), Valencia, Spain

2011 Katz Graduate School of Business, University of Pittsburgh, Pittsburgh, USA

2010 University of Groningen, Department of Innovation management & Strategy, Groningen, the Netherlands

2008, 2009, 2011 IN+ Center for Innovation, Technology and Policy Research and Instituto Superior Técnico – Technical University of Lisbon, Portugal

2008 Copenhagen Business School, Center for Strategic Management & Globalization, Copenhagen, Denmark

2008 University of New South Wales, School of Strategy and Entrepreneurship, Sydney, Australia

2006 Oakland University, School of Business Administration, Rochester, MI, USA

PROFESSIONAL EXPERIENCE

2019 Centre for Innovation, Research and Competence in the Learning Economy (CIRCLE), Lund University, Sweden *Affiliated Member*

2014-2018 Joint Research Centre (JRC) of the European Commission Research and Innovation Observatory (RIO) Responsible Country Expert Germany

2016 International Monetary Fund (IMF), Washington DC Invited visiting scholar

2011 Deutsche Bundesbank (German Central Bank), Research Center, Frankfurt/Main, Germany Visiting Scholar

2008 IN+ Center for Innovation, Technology and Policy Research and Instituto Superior Técnico – Technical University of Lisbon, Portugal *Visiting Scholar*

2006 Georgia Institute of Technology, College of Management, Strategic Management, Atlanta, GA, USA

Visiting Scholar

UNIVERSITY SERVICE

Department of Strategy and Innovation Hiring Committee 2018-2021 *Member*

CBS Job Satisfaction Committee *Member*

Business in Society CBS Entrepreneurship Platform Cluster Coordinator Corporate Entrepreneurship

Department of Strategic Management and Globalization, Copenhagen Business School

Key Performance Indicator committee

Department of Organization and Strategy, Tilburg University Educational committee

Center for Innovation Research (CIR), Tilburg University Coordinator research seminars, fellow

Center for Economic Research (CentER), Tilburg University Fellow

REVIEWER

Editorial Review Board: Journal of International Business Studies Academy of Management Perspectives Ad hoc Reviewer:

Strategic Management Journal, Strategic Entrepreneurship Journal, Journal of Management Studies, Research Policy, Journal of Product Innovation Management, Global Strategy Journal, Strategy Science, Industrial and Corporate Change, Management International Review, Journal of International Management, Industry and Innovation, Technovation, Flemish Science Foundation, Fritz Thyssen Stiftung

SELECTED THIRD PARTY PROJECT EXPERIENCE

European Commission: Research & Innovation Observatory 2014-2018 Country expert Germany

European Commission: Innovation Watch – SYSTEMATIC: Sectoral innovation performance and challenges across EU25

Automotive Sector Lead

European Commission: Direct indicators for commercialization of research and technology

Project management and analysis

European Commission: The European Competitiveness Report Responsible for Automotive Industry Background Report

DaimlerChrysler AG: Global Innovation Positioning Strategy - Lead Market Analysis for Functional Clusters

Project management and analysis

GRANTS

2020 Independent Research Fund Denmark, DFF-Research Project 2, Strategic Human Capital for Fundamental Business Challenges, Primary Investigator, DKK4.9m, (under evaluation)

2018 Marie Skłodowska-Curie Innovative Training Network (ITN), European Commission (evaluated as eligible, not funded); total €3.1m (CBS: €580'000)

University of Groningen, Copenhagen Business School (CBS), Cass Business School London, University of Leuven, LUISS Business School Rome, Nova School of Business and Economics in Lisbon

2017 Business in Society CBS Competitiveness Platform; Principal Investigator; DKK 47'000

2016 European Commission EASME/COSME (granted), Multiple framework contract with reopening of competition to provide economic analysis in support of SME policy

Technopolis Group, Bruegel, Centre for European Economic Research (ZEW), Copenhagen Business School, Oxford Economics, Solvay Brussels School of Economics and Management

2016 EUopSTART, Danish Agency for Science Technology and Innovation; Principal Investigator, DKK 50'000

2015 Business in Society CBS Competitiveness Platform; Principal

Investigator; DKK 39'000

2013 Business in Society CBS Competitiveness Platform; Principal Investigator; DKK 35'000

2007, 2009 Society for the promotion of science and practice (ZEW Förderkreis), Mannheim, Germany

PHD STUDENT COMMITTEES

Since 2020	Zhe Yang (University of Liverpool, ongoing)
Since 2017	Alina Grecu (CBS, ongoing)
2021	Jan Schmitt (WU Vienna)
2021	Yang Ding (Tilburg University)
2021	Agnes Guenther (CBS)
2020	Jang Woo Kim (Bocconi University)
2016	Zhengyu Li (Shanghai University of Finance and Economics)
2014	Eirik Sjåholm Knudsen (Norwegian School of Economics)
2014	Kåre Moberg (Danish Foundation for Entrepreneurship)
2013	Thijs Peeters (Technical University of Eindhoven)

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

Academy of Management, Academy of International Business, Strategic Management Society, German Academic Association for Business Research (Verband der Hochschullehrer fuer Betriebswirtschaft VHB)

LANGUAGES

German (native speaker), English (C2 "Mastery", Institutional English Language Assessment for Lecturers IELTS), Dutch (A2 "Pre-intermediate"), Danish ("Pre-intermediate")

Copenhagen, 27 October 2021