AARHUS UNIVERSITET
BUSINESS AND SOCIAL SCIENCES

Bachelor’s Thesis
Department of Business Administration
(former Department of Management)
Topics within organization and management, international business and information systems
2011-12

You find the formal rules concerning the bachelor’s thesis in the study guide. These rules are the basis for preparation of the thesis, and the following is a supplement to the study guide. Please find information on preparation of the thesis and various forms via StudyInfo: http://studerende.au.dk/en/studies/subject-portals/business-administration/

If you have any further questions or you need more information, please do not hesitate to contact student secretary Joan H. Jepsen in person or by e-mail: johj@asb.dk

Department of Business Administration

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You can download this guide from:

http://studerende.au.dk/studier/fagportaler/businessadm/bachelorerhvervsoekonomi/skriftligeopgaverogbachelorprojekt/

Contents

1 Dates and deadlines in connection with the bachelor's thesis

The bachelor's thesis is to be written and submitted in the 6th semester. Concerning the work with the thesis, the following deadlines apply:

- Announcement of working title: No later than 1 December 2011 to the central registry (B4). The announcement must be validated. NB: The title is just to reflect the general topic of the thesis and will probably be changed as the thesis is completed!
- Deadline for possible withdrawal: No later than 15 February 2012 at the central registry (B4).
- Handing in of the bachelor's thesis: No later than 1 May 2012 at 12.00 hrs at the central registry (B4).
  You must hand in two physical examples of the thesis at the Study administration as well as one electronic version to: thesis@asb.dk . Further information about the process can be found here:
  http://studerende.au.dk/en/studies/subject-portals/business-administration/bachelorbusinessadministration/writtenassignmentsandbachelorsthesis/

2 Supervision

When you write a project or a thesis, it is required that you work out independently the topic for your project or thesis and prepare a written report. However, supervision in the form of an advisor is put at your disposal.

2.1 How do you get a supervisor?

Last in this information leaflet you will find a list of the academic staff, which are supervisors at our department. Please contact the supervisor you find suitable for your project. If you have already made an agreement with an supervisor at our department before the deadline for the announcement, simply write the supervisor's name at the announcement form and get it signed by *student secretary Joan H. Jepsen, office no. HG517.* Afterwards, you submit it to the central registry (B4). If you have not found an supervisor yourself before expiry of the announcement deadline, please contact *student secretary Joan H. Jepsen, office no. HG517* to get the announcement form signed. The topics are then classified according to specialty, after which an supervisor is allocated in December. Therefore, it is *very important* that you specify clearly and unambiguously in the announcement form what the bachelor's thesis concerns, so that we can allocate you the right supervisor. You are also welcome to attach a short description of your project. By mid-December, the student responsible for the group will receive an e-mail from the department informing name and mail-address of the supervisor allocated. It is then your responsibility to contact the supervisor to make further arrangements. If you are on a university exchange in 5th semester, or for other reasons are not able to complete the enrollment form physically, please send an e-mail to johj@asb.dk containing all relevant information. Joan H. Jepsen will then complete/sign the enrollment form for you and submit it to the central registry (B4).

HA(it)-students normally choose an Information Systems supervisor (cf. the list at the back of this leaflet). If you need any help and information, please contact *student secretary Vibeke Frisenvang, vif@asb.dk, office no. HG102.*

It might be difficult for the supervisor to follow the progress of your process, therefore you ought to consider how, where and when best to use the supervisor.

We place great emphasis on the fact that you, as a student, take responsibility for your own learning, including demonstrating the ability to structure the project and plan the working process in a suitable way.

When you make use of the supervision, please remember that often your supervisor can only put the things into perspective. Therefore, you must be able to argue for your way of solving the problems, your choice of theories, etc. The quality of the bachelor's project is your responsibility alone. The primary task of the supervisor is the professional sparring, so that obtainment of a high professional level is encouraged.

Please note that the supervisor will not necessarily read or assess the report or part of the report before it is handed in, and that the supervisor's approval of the method is in no way a guarantee that the report will pass. However, the supervisor can inform you if the level of ambition in the report is not sufficient.

If you need help to define your subject, please feel free to contact one of the department's academic staff.

At the end of this document you will find a survey informing you about the department's academic staff, short information about the single employee's subject areas and his/her e-mail address.

2.2 The supervision process

Initially, you should contact the supervisor by phone or mail. It is a precondition that you have worked with a possible subject before taking contact to the supervisor, and that you have considered how the subject can be delimited.

Normally, the first supervision meeting will be based on a written presentation from you. At the first supervision meeting you and your supervisor will also typically discuss and agree upon how the supervision is to take place subsequently, including planned absence by the supervisor (holidays, conferences, etc.).

2.3 Problems for the student(s)

If you have any problems, such as personal or health problems which will affect your ability to complete your thesis, or you have unsolvable problems with fellow students in your group, contact the registrar's office (B4) to get information on how to handle this.

2.4 Problems with the supervisor

In case of problems between you and your supervisor, first try to sort it out between yourselves. If this is not possible or if you have complaints about your supervisor, you should contact the head of department.

3 The purpose of the bachelor project

The purpose of the bachelor project is to document your abilities to identify, formulate and clarify a specific problem within business administration.

It involves a working form where, by preparing a specific subject field, you work more profoundly with a relevant practical problem, than it has been possible for you to do during your bachelor studies.

Thus, the study form is primarily to serve the following purposes:

- To further develop the ability to give an independent, systematic and clear treatment of a certain topic.
- To train the ability to independently identify and analyze relevant problems, including making theoretic and empiric analyses.
- To solve a practical problem by a systematic use of an appropriate choice of theory and methodologies.
- To train the ability to independently acquire and handle academic knowledge through independent studies of relevant literature, and to cultivate the ability to evaluate and briefly account for the central elements in a large literature base.

4 Choice of topic

You choose the topic yourself for your bachelor project; however, it has to be within the academic frames of the chosen department.

When determining the topic, it might be a help:

- To let yourself be inspired by something you find interesting
- To look for potential challenges and conflicts
- To look at changes (before/now)
- Or perhaps to make comparisons

It might be a help to discuss ideas for topic(s) with a possible supervisor for your project. Before the deadline for the project announcement, you are to formulate a title, which is typically only a draft of the problem and does not have to be the final problem statement. Your supervisor is responsible for approval of your problem statement later in the process.

Unfortunately, at the moment we (the library, the department or the single supervisor) are not able to offer you any former bachelors' theses for review. Please find previous bachelors' theses at Theses@asb.

5 Requirements on the report

We place great emphasis on the assignment work being based on a well-defined and well-structured problem statement. Also, it is important that relevant theories, methodologies, concepts and data form the basis of both the phase of problem statement and problem treatment, and that a reason is given for choice of model and methodologies compared to the specific problem. **Please also see '**Competency and grade description for bachelor projects in Business Administration**' below.**

The extent is defined as text pages excl. of references and possible appendices. A standard page is defined as an A4 page of 2,200 characters excl. blanks. Graphs, tables, figures etc. always count as 800 characters despite of size. Please be aware that it is not only the body text which counts in the making up of the extent of the report; all the elements of the report, which form part of the evaluation, count (contents, introduction, problem delimitation and definition, methodology paragraph, foot- and endnotes, putting into perspective and references concerning literature and sources). Thus, it is only the first page, abstract and appendices which do not count in the making up of the standard pages.

The formal requirements for the report are:

- 1-2 students: 40-70 standard pages (88,000-154,000 characters excl blanks).
- 3-4 students: 70-100 standard pages (154,000-220,000 characters excl blanks).

These formal requirements are NOT subject to any ± 10% rules!

There are no formal requirements to the report as to line spacing, margins, fonts, header or footer – as long as it is readable and is within reasonable frames.

5.1 Competency and grade description for bachelor projects in Business Administration

NB: This description is applicable to all bachelor projects regardless of department

The purpose of the bachelor project is to give students an opportunity – by working in-depth with a limited subject area – to independently demonstrate their ability to formulate a business administration issue, select relevant literature, process data, conduct analyses, apply methodologies, make critical assessments, and present solution proposals.

The bachelor project is assessed by the supervisor and an external examiner based on the project and the oral defense according to the Danish 7-point grading scale.

In the evaluation of the extent to which the student meets the objectives of the bachelor project, emphasis is placed on the student's ability to:

- Identify and describe the issue of the project
- Select theories, methodologies and source material that are appropriate for treating the issue
- Argue in favor of and account for the solution proposals of the project
- Write a well-structured project in clear and correct language
- Account for the content of the project at the oral defense

12 Excellent is given for an outstanding performance which demonstrates the complete fulfillment of the objectives of the bachelor project with no or only a few unimportant deficiencies.

The performance demonstrates the ability to confidently select and apply theories, methodologies and sources appropriate to the issue described, and to analyze, argue and conclude on a well-substantiated basis. The project report is of high quality in terms of both linguistic communication and structure.

The oral defense demonstrates the ability to present and discuss the issues of the project and conclusions in a well-structured and reflective manner.

02 Satisfactory is given for a satisfactory performance that demonstrates the minimum acceptable degree of fulfillment of the objectives of the bachelor project.

The performance demonstrates the ability to treat a problem by using relevant theories and source material and some degree of systematic approach. However, there are a number of methodological weaknesses, and the student does not take a sufficiently critical or in-depth approach to the source material, and as a consequence the problem appears inadequately substantiated. The project report meets the basic requirements for academic reports but is not tightly structured, and the writing skills lack confidence.

The oral defense demonstrates a lack of focus in the presentation and in the ability to reflect on and put into perspective the student's treatment of the problem.

5.2 Insufficient grade to pass

If you get an insufficient grade to pass your thesis, the registrar's office (B4) can inform you about how to proceed next.

6 The project report

Below, you will find main points, which are to be considered as instructive for the project report. But please note that what is essential in the report is always the content.

Every report is to contain a sufficient description and analysis of the topic, and this will serve as base for the subsequent evaluation. It is important that there is a clear connection between the issue, the problem statement, solution proposals and considerations concerning implementation – i.e. that there is a clear structure and flow throughout the entire report.

The report should end with a conclusive section, which contains all the conclusions from the report – even though there have been conclusions throughout the report. The conclusion should not present new questions or discuss problems, which have not been part of the analysis. If you have something to add after the conclusion, you should do it in a possible paragraph concerning the putting into perspective. Thus, it is a demand that the introduction and the conclusion can be read in context.

6.1 Composition and delimitation of the report

The report must be systematic and clearly structured, and it must answer clearly the questions asked in the issue. Therefore, it might be appropriate to divide the first part of the report into more paragraphs depending on how comprehensive the single parts are.

First page and contents

On the first page you must state the title of the report, name, study no. and class. One of the following pages must be used for contents with information about page numbers.

Abstract

The thesis must feature an abstract in English of about 1-2 pages. The abstract is included in the overall evaluation of the thesis, and it must be placed in the beginning of the report, before the introduction.

Introduction

The report should start with a presentation of your reasons for choosing the specific topic. The paragraph should result in an introduction to the problem statement.

Problem statement

Often, the problem statement will contain a specific presentation and delimitation of the problem complex, which is to be solved or discussed in the project. The problem statement should be summed up in one sentence, and it should be formulated as a question.

Then, the project is to answer the problem outlined in the problem statement perhaps framed as a series of questions, which have to be answered, a series of hypotheses, which will be confirmed or denied, or a series of topics, which will be addressed/discussed. Often, it is fruitful to outline some working hypotheses (e.g. ideas about causalities, etc.). When it concerns a specific problem, it is important clearly to identify, for whom it is a problem (i.e. which view you take).

Outline/Delimitation

The report must contain an outline and delimitation, which states and limits, which part(s) of the problem area you want to (or do not want to) address, including a prioritizing of the topics you are going to address.

Definitions and prerequisites

It might be necessary to outline the most important definitions on which the report is based, i.e. terminology, concepts and abbreviations. Furthermore, it will often be necessary to define e.g. the trade. However, it is essential that only definitions, and the like, which are decisive for the delimitation and understanding of the topic, form part of the introduction. Other relevant definitions etc. are to be mentioned later in the report.

Besides, it might be necessary to clarify on which prerequisites the addressing in the report is based. Here, the most central prerequisites and assumptions are mentioned on which the assignment work is based.

Footnotes

Footnotes ought to be avoided, as they impede the reading.

6.2 Language

Think about it each time you use sentences as: ”As seen earlier”, ”As already mentioned”, ”Which we revert to in paragraph …”. Frequently, they are unnecessary (remember that often the reader will read the report without interruption, and therefore does not need to be reminded what you wrote 10 pages earlier), and often the use of this type of sentences indicates that the structure ought to be tightened, perhaps by rearranging some of the paragraphs.

Generally, you are to consider whether the structure is suitable, if you have more than three levels of headlines. As a reader, it might be difficult to keep track of, e.g., chapter 3.4.1.2 compared to 3.4.2.1.

The linguistic shaping of the report must be easily read. All figures, tables and illustrations must be readable reproduced, as the headlines used must cover the contents of each single paragraph. Footnotes ought to be minimized or omitted, as they impede the reading and often indicate that the paragraph has not been thought through properly.

Other considerations:

- According to the Competency and grade description, the language will be evaluated. Therefore, please make an extra effort to write properly.
- Avoid everyday speech, such as: ”*That is not something that you just know, but I think that …*”.
- On the other hand, avoid weighing the report down with artificial and overly formal language, such as: “*The present thesis*” instead of “*This thesis*”, “*It might be regarded as being*” instead of just: “*It might be regarded as*”.
- Avoid consultancy jargon, esoteric terms, jokes or inappropriate language.
- Reports of this kind should be written in the present tense. However, in the methodology section it can be relevant to describe what you have done.
- A report with insufficient or casual placing of commas ruins the reading cadence and might annoy the reader unduly. If you know that it is a problem for you to place commas correctly, either learn it and/or get somebody to correct the report.

6.3 Considerations concerning methodology

In the assessment of the report, it will be emphasized that it is possible for the reader to judge the basis of the analyses and the analyses themselves. This also applies to the approach to and methodology of the study chosen.

In this connection, please consider carefully:

- Choice of approach to and methodology of the study
- Assessment of the data basis for the study (cf. the criteria attached to the approach to the study chosen)
- Assessment of the relevance and merits of the theories and models chosen
- Validity of the statements concluded.

NOTE: It is **not** demanded that you transcribe your interviews, but it can be a very good idea to do so – both for the sake of the report and also because you learn very much by doing it. Furthermore, it is typically desirable that quotes from interviews which are used as documentation are placed in a context by transcribing the previous question and a few sentences before and after.

For your own sake, it might be a good idea to include some documentation of your data (e.g. recordings of interviews on CDs or USB-sticks), but there are no formal requirements for those to be included.

7 Literature

A prerequisite for answering practical issues satisfying is that a thorough source and literature study is made, as substantiated choice, acquisition, presentation and use of relevant theories and methodologies within the area in question are some of the purposes of writing the report.

7.1 Literature search

In the further literature search it is recommended to use the search possibilities available at the library. This approach can be supplied profitably by already found and/or stated authors' references. It is important that you aim at using as new literature as possible – however, it does not replace the necessity of seeking back to original sources. It is also recommended to use articles from scientific journals within the relevant subject areas.

We should warn you against over sizing the literature search in the preliminary phase. The best result is obtained if you start by finding a limited number of sources and then try to prepare a precise issue and outline, and to form certain ideas of the contents of the single parts of the report. In this way you get a clear feel of in which areas you need further knowledge and alternative views.

In case you have problems concerning choice of literature, you can contact your supervisor to get inspiration to literature search. However, it is a condition that you have beforehand considered carefully the topic and tried to find relevant literature.

7.2 Use of literature

At practical issues, the literature makes up the " tool box" for solving the practical problem, and therefore it only needs so much introduction that the reader can acquaint himself with the analysis. You ought not to go through theory, which is not directly relevant for the practical issue, unless you have special reasons for it.

7.3 Source references

Generally, the reader must always be able to evaluate the reliability in the problem solving process, no matter if it happens on a theoretical or empirical basis. Precise source references are very important, as it makes it possible for the reader to seek further information in the source material.

Therefore, summaries of source material, reprinted or slightly edited figures, tables, etc. are to appear clearly and with exact source reference.

You are to use the American reference system, i.e. literature references are to be found in the ongoing text and not as footnotes, e.g.:

> According to Porter (1982), there are several …
>
> Several authors have developed models, which can be used here (Jensen, 1983; Olson & Møller, 1982; Reynolds, 1976).

Quotations can be used to a limited extent, and they must be indented in quotation marks, and the exact page is to be added, e.g.:

> ”Contracts are used primarily when their usefulness is perceived to be greater than their cost” (Roxenhall & Ghauri, 2004, p. 261).

Normally, the exact pages are not mentioned in other source references, unless there is a special reason for this, e.g. pointing to a specific table or graph.

If it is not possible to find the original source, you have to write the reference for both the original source and the source referring to the original, e.g.:

> ”… organization structures (Mintzberg, 1980 in Brooks, 2004)”

so that both the original source and ’the intermediate result’ are mentioned.

If you use internet sources, please state them as follows:

> (http://www.jp.dk 2007)

Furthermore, the source must appear clearly, when it concerns renderings of other people’s evaluations, e.g. from interviews.

Paraphrasing or summaries in unprocessed form, which are not followed by source references, are not allowed and will be considered plagiarism (see below). If you are in doubt, please ask your supervisor.

7.4 List of references

At the end of the report (but before any appendices) you are to put the list of references, which must contain all the references you have referred to in the text. More sources of the same author are placed according to date of publication.

It must be possible for the readers to see which literature has directly influenced the content of the report. Therefore, it is only the literature, which has been used directly in the report that is to be stated in the list of references.

You are not to divide into primary and secondary literature – all quoted sources in the report are to be stated in the list of references, and all stated literature in the list of references is to be cited in the report.

Books are to be stated as follows:

> Sonnelly, James H. & William, R. George (1981). *Marketing of Services*. Chicago: American Marketing Association.

Articles in books are to be stated as follows:

> Nevin, John R. & Smith, Ruth a. (1981). The predictive accuracy of a retail gravitation model: An empirical evaluation. In: Kenneth Bernhardt (Red.)*, The changing marketing environment*, pp. 15-33. Chicago: American Marketing Association.

Articles in journals are to be stated as follows:

> Wensley, Robin (1981). Strategic marketing: Betas, boxes, or basics. *Journal of Marketing*, 45(3), pp. 173-182.

Personal interviews are to be stated as follows:

> Interview with Hans Von Bravo, Hansen & Søn, Viborgvej 45, 8600 Silkeborg, Tuesday 1 October, 2008.

Internet sources are to be stated as follows:

> BP tries to "top kill" the Deepwater Horizon leak. http://www.economist.com/world/united-states/displaystory.cfm?story_id=16214663, visited on 25th May, 2010.

It is a good idea to make a print of the internet sources as documentation. Many home pages are changed currently, so the document you refer to may be removed, moved to a different site or updated. Supervisors and examiners can demand to see a copy of the print.

Other sources, such as accounting data, internal notes, etc., should also be stated clearly to the extent that you have used them in the report.

7.5 Use of reference program

The library offers several Reference Manager Programs on their homepage, such as EndNote, BibTex or Refworks. The library even offers tutorials on how to use such programs. Use the reference manager you are most comfortable with, and use it consistently in your writing. This will save you a lot of time at the end to create your bibliography. Furthermore, you can be sure that the bibliography is complete and consistent! Normally, you can export the citation of an article from the database directly into your reference manager, which saves you the time of putting all the information in by hand.

7.6 Appendices

You can enclose appendices where you find it necessary to strengthen the argumentation. The main rule is that in case some text information, tables or the like are based on a more comprehensive material, it might be appropriate to enclose this basic material as an appendix to the text.

In this case, be aware that the report must be readable independently of the appendix.

8 How to get in contact with a company

Some bachelors' theses are made for a company. Some students know beforehand of a suitable company, but most are to find one. The search process can be planned in the following way:

1. Based on the type of report perhaps combined with preferred market areas you initiate
2. A search in handbooks, trade calendars, internet, etc. for relevant companies, which
3. Are put into priority; this is the point of departure for
4. Contacting the company. The application must be in writing and addressed in person to a member of the management of the company. You can ask for an answer after 3-4 days.

In this way you can, in your application, define exactly your area of interest and at the same time give reasons for why you contact precisely *this* company. *It always makes a good impression when you are determined and know what you want!*

8.1 How to handle a company's wish for confidential reports

When you contact a company about a possible cooperation in connection with a study report, the company often wants written guarantees concerning confidentiality. A proposal for a confidentiality agreement, which you can adapt to suit your needs, can be found via Study-Info:
http://www.asb.dk/fileadmin/www.asb.dk/tilstuderende/studievejledning/bachelorerhvervsoekonomi/skriftligeopgaverogbachelorprojekt/fortroligeafhandlingerogprojektrapporter/www-asb-dk_fileexplorer_fetchfile-aspx-file-8907.pdf

Also, your supervisor can be asked to sign a confidentiality agreement on behalf of AU. This you will find via the following link:

http://www.asb.dk/fileadmin/www.asb.dk/samarbejde/karrierecenter/projektsamarbejdeenmulighed/fortrolighedsaftaler/www-asb-dk_fileexplorer_fetchfile-aspx-file-8908.pdf

9 The oral defense of the report

The oral defense is subject to the general rules. This means that the oral defense of the bachelor's thesis will take place at the latest 8 weeks after it is handed in.

After handing in the bachelor project, the group-responsible student will receive an e-mail from the department with information about when the thesis defense is to take place, and it is his/her responsibility to give this information to the rest of the group.

All students are examined and graded individually, whether you write alone or in a group.

All BSc(B) and BScB(IM) students must write their report in English, but for these students and all other students writing their report in English, the oral defense can be in Danish, if the supervisor is Danish-speaking and the supervisor accepts it.

For each student the oral exam starts with a presentation of the thesis of duration of approx. 5 min. The 5 min. can with advantage be used for a quick presentation of the purpose and results of the project, but it can also be beneficial to use the time for selecting one or two areas in the project, which you want to emphasize, e.g.:

- A discussion of some of the selections and delimitations which have been made
- Considerations concerning how to proceed with the issue
- Correction of essential mistakes or pointing out of defects in the report
- Relevant additions which have become available after the report was handed in (e.g., from the media, literature, feedback from the case company, etc.).

If you are part of a group, there are no requirements concerning the division of content of the first 5 minutes. You are allowed to make the same presentation, but consider presenting different aspects or take different perspectives for everyone's sake.

If you are part of a group, please arrange beforehand, in which order you wish to take your examination.

There are no requirements concerning how to make the presentation (poster, cue card, PowerPoint on your laptop, etc.). However, it is your own responsibility to make sure that any technical challenges are solved and do not take time from your presentation.

Thereafter, the supervisor and the external examiner will take over, and the examination takes altogether (incl. of voting) 45 min. per student. The grades are not informed until all the students in a group have been examined. Grades are given to each student separately but with all students in a group present.

10 Cheating and plagiarism

For all rules regarding plagiarism and other forms of cheating, see: http://studerende.au.dk/en/studies/subject-portals/business-administration/studyrules/cheatingatexams/

11 Record of academic staff (alphabetic)

Subject field: Organization and management, and international business

Carsten Bergenholtz, e-mail: cabe@asb.dk

- Organisering og ledelse af netværk
- Innovation
- Sociale netværk
- Adfærd i organisationer

Toke Bjerregaard, e-mail: toke@asb.dk

- Kultur (Interkulturel interaktion, ekspatriering)
- Universitets-virksomhedssamarbejde
- Institutioner og organisationer
- Offentlige organisationer
- Offentlig frontlinje bureaukrati
- Strategy-as-practice

Ana Luiza Burcharth, e-mail: alla@asb.dk

- Firm strategy and innovation·
- Open innovation

- Absorptive capacity
- Public and private technological cooperation (university-industry interactions)
- Qualitative and quantitative methods

Anne Bøllingtoft, e-mail: anns@asb.dk

- Organizational Behaviour/Adfærd i Organisationer
- Change management/Forandringsledelse
- Organization theory/Organisationsteori
- Organization design

Eliane Choquette, e-mail: elianec@asb.dk

- International business
- Internationalization of the firm
- Foreign Direct Investment / Multinational Companies
- Quantitative methods
- Knowledge transfer

John Howells, e-mail: joh@asb.dk

- Innovation and entrepreneurship
- Small firms/start ups in biotechnology and IT
- Management of patents
- Implementing new technology
- Managing technical expertise

Peter Kesting, e-mail: petk@asb.dk

- Innovation
- Business Models and Business Model Change
- New Venture Creation
- Negotiations

- China related topics
- History and Philosophy of Economics

Steffen Korsgaard, e-mail: stk@asb.dk

- Iværksætteri
- Social and sustainable entrepreneurship
- Regional udvikling
- Iværksætteri i udkantsområder
- Innovation
- Køn og iværksætteri
- Køn og ledelse
- Kvalitative metoder
- Bricolage

Michal Krol, e-mail: mkrol@asb.dk

- Innovation
- Quantitative Methods
- Trade, FDI and international economics
- Asia – related subjects, particularly China

Mai Skjøtt Linneberg, e-mail: msl@asb.dk

- Eksportmarkedsanalyser og virksomhedens internationalisering
- International handel
- Den multinationale virksomhed
- Videnstyring
- Standardiseringsproblematikker: stakeholdere, virksomhedsdeltagelse, standarders virkning
- Økologisk fødevareproduktion og virksomheder
- Bæredygtighed som genstandsfelt
- CSR

Robson Rocha, e-mail: rocha@asb.dk

- Organizational Theory and Behavior, Organizational change, Employee Relations, Industrial Relations
- Strategizing
- Institutional Theory, the role of institutions in the new economy, institutional change, Financial Systems
- Corporate Governance systems in different countries
- Multinational corporations, internationalization process, control mechanisms, transference and change of knowledge
- Standardization and Certification processes (quality, environment, work environment, corporate social responsibility, etc.)
- Work environment, work organizing, working practices
- European Business Systems, Danish Business System

Marina Vashchenko, e-mail: mvas@asb.dk

- Sustainable development and Corporate Social Responsibility
- Strategy design and competitive analysis
- Choice of strategic alternatives and combination of different strategies in multi-business firms
- Evaluation and implementation of business projects

Mia Walde, e-mail: mwalde@asb.dk

- Ind-/udstationering
- Social capital
- International management
- Kvalitativ metode

Christian Waldstrøm, e-mail: cwa@asb.dk

- Organisationsadfærd
- Humor i organisationer
- Organisationskultur
- Dårlig ledelse
- Kønsforhold i virksomheder

***External teaching assistants*:**

Johnny Gudmar, e-mail: gudmar.johnny@gmail.com

- Performance management som ledelsesværktøj·
- Motivation og ledelse
- Coaching og ledelse
- Ledelse af forandringsprocesser
- Strategiudvikling i trængte virksomheder·
- Ledelse i modgang og krisetider
- Ledelse af nedbemanding i organisationer
- Håndtering af konflikter i virksomheder·

Thomas Nagbøl Mejlgård, e-mail: tnm@lego.com

- Teams and Team Development
- Organizational Design & Culture
- Strategic Workforce Planning / Strategic Competency Development
- Change Management / Transition Management
- Leadership and talent development
- Integrated Talent Management
- On boarding & Recruitment

Subject field: Informatik/Information Systems

HA(it)-students normally choose an information systems supervisor attached to the *IS Research Group*, Department of Business Administration:

Povl Erik Rostgård Andersen, e-mail: ros@asb.dk

- Implementering af it-løsninger
- Systemudvikling
- Information Ressource Management (styring og vurdering af informationsressourcerne)
- Procesbeskrivelser og –optimering

- Udarbejdelse af it-strategi
- E-commerce
- Evaluering og effektvurdering af it-løsninger
- Projektstyring og -ledelse

Andrea Carugati, e-mail: andreac@asb.dk

- Deviating use of IT
- Enterprise architectures
- Innovation and use of new technologies
- Virtual Organizations and Virtual Work (collaborative technologies)
- IT Strategy
- IT Governance
- IT og forandringsledelse
- Informationsteknologi og forretningsmodeller

Søren Erik Nielsen, e-mail: sen@asb.dk

- Anskaffelse og implementering af it-løsninger
- Generel projektledelse, it-projekter
- Systemudviklingsmetoder og -modeller
- ERP-systemer
- Databasemodellering og datadesign

Bjarne R. Schlichter, e-mail: brs@asb.dk

- Anskaffelse og implementering af it-løsninger
- Projektledelse, herunder effektvurdering og evaluering
- Informationsteknologi og forretningsmodeller
- ERP-systemer og andre standardsystemer
- It-strategi
- Konflikter i it-anskaffelser

Per Svejvig, e-mail: psve@asb.dk

- Anskaffelse og implementering af it-løsninger
- Outsourcing af it og relaterede opgaver
- Generel projektledelse af it-projekter herunder store og komplekse projekter
- Ledelse, implementering og brug af virksomhedssystemer (især ERP-systemer)
- Systemudviklingsmetoder og -modeller
- Agil systemudvikling
- Procesforbedringer i forbindelse med projektledelse, udvikling og implementering af it-løsninger
- Projektporteføljeledelse

Frantisek Sudzina, e-mail: fransu@asb.dk
(only English speaking advisor)

- ERP Systems
- Business Intelligence
- IT Strategy
- Web 2.0

Lars Haahr, e-mail: larsh@asb.dk

- IT Business Strategy - how to sustain innovative processes
- Enterprise 2.0 - social media in an organisational context
- Management 2.0 - open leadership and knowledge management

Charlotte J. Brandt, e-mail: chjb@asb.dk

- Systemudvikling, metoder og praksis herunder agil udvikling
- Ledelse af it-projekter
- Anskaffelse og implementering af it-løsninger
- Enterprise arkitektur
- IT-arkitektur (SOA)
- Databasemodellering og -programmering

- Management Information Systems

John Kammersgaard, e-mail: jkam@asb.dk

- Systemudvikling (metoder og praksis - herunder procesforbedring)
- it strategi
- it governance
- it anskaffelser
- it projektledelse
- it program- og porteføljeledelse
- eGovernment (digital forvaltning)
- Ledelse i it-organisationer
- it outsourcing

***External associate prof.*:**

Mads Brink Hansen, e-mail: madh@danskebank.dk

- Business Intelligence
- E-Business Intelligence
- Data Warehousing
- Management Information Systems
- Enterprise Architecture
- IT-Strategy
- Architecture

John Hahn Pedersen, e-mail: jap@kmd.dk

- It-strategi, herunder strategier for mobility/Apps
- Digital forvaltning
- It-ledelse
- It Governance
- It projektledelse

- e-business
- Enterprise Architecture / Forretningsarkitektur

Klaus Vilstrup Pedersen, e-mail: kvp@oncable.dk

- Enterprise Architecture
- Business Intelligence
- Master Data Management
- IT-arkitektur (SOA)
- Business to Business (B2B) standarder og arkitekturer