

'Monopolies, whether private or state-owned, are unavoidable where expensive infrastructures are needed'

Jan Timmer, Chairman of the Supervisory Board of NS (Dutch Railways)

track 1

in brief



New building

More than a year after the ground-breaking, Tias Business School programme participants were welcomed into our new building. On October 29, the doors were opened to ten modern classrooms each equipped with state-of-the-art communication and teaching equipment. There are also 42 break-out rooms, where groups of up to six people can work. The building was designed by Antwerp-based architects Storme Van Ranst. A spacious layout, the use of light, birch wood and a red and blue colour scheme combine to make the building both comfortable and functional. New offices will be completed early next year. There are also plans under consideration for residential units so that multi-day programmes which are now held at off-site facilities can be brought home to campus.

On the record

“ Business schools with a distinctive MBA vision, clearly defined target groups and market positioning, and an educational approach that reinforces that strategy, generate an outstanding and measurable return on investment for their customers ”

Philippe Naert, Dean Tias Business School,
in *De Volkskrant*

Executive MBA Ranking

The Tias International Master's in Management (IMM) programme was listed 17th in the first worldwide Financial Times Executive MBA Ranking. This achievement places Tias ahead of all other Dutch business schools and, in relation to all other business schools within continental Europe, Tias achieved the third highest ranking.

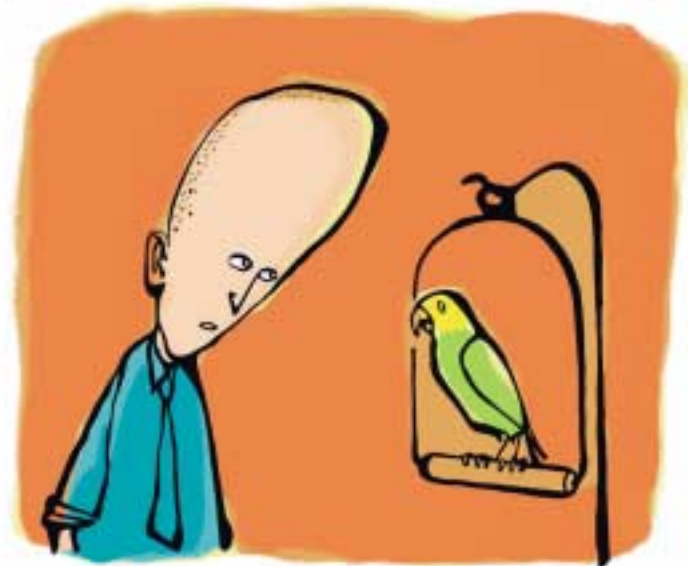
For a study group of 72 business schools, the Financial Times assessed the market position of students who successfully completed such programmes at least three years earlier. On this basis, the paper compiled a list of the 50 best Executive MBA study programmes. The list recognises Tias partner Purdue University (US) as the initiator of the IMM programme. In addition, Tias and Purdue University cooperate with the Budapest School of Management and –more recently- the French business school ESCP-EAP. The IMM programme will start again in the second week of January 2002.

Case: Siemens

'Our goal is to offer customers relevant information based on sound research,' says Rudy Moenaert, Associate Dean Research at Tias Business School. 'Not only do we want to collect and develop knowledge but we also want to effectively transfer it. That's why the Research division at Tias conducted a case study at Siemens Nederland. We examined in the study the factors contributing to Siemens Nederland's success in gaining their present share of the mobile telephone market.' The quality of the case is so high that it will be submitted to the European Case Clearing House, a major distributor of case materials for business schools. The Research division is currently considering other interesting case study topics. Those interested in learning more about the successful Siemens strategy may contact Tias Business School for further details.

E: r.k.moenaert@kub.nl

(...) SHARED KNOWLEDGE IS POWER (...)



OK, so what do you want to know?



T: PERRY VAN DIJK P: GIULIO DANETTA

Tips from Jeff Garret,
Executive Director (Qwest Communications)
and participant IMM (executive MBA) class of 2000

'Don't compromise your business ethics'

'People are often a company's most important resources. Therefore, everyone in the organisation needs to have the company aims and strategy in clear view. They all need to be committed to one and the same objective and to the value that the company aims to deliver. Here, people must never compromise in the area of ethics. Business ethics must never take the backseat, even if that would translate into some quick wins for company, personal or shareholder value. After all, at the end of the day, one's fate depends on brand integrity as seen through the eyes of others. Brand value is key, but that only becomes evident when things go awry.'

A successful business needs to have excellent people, an excellent product and an excellent image as a corporate citizen. Furthermore, everything depends on the attitude of top management. A CEO who is passionate about his company charges the staff with energy so that they, too, become just as passionate. That's the way to compete in the world market. And if you don't do it, someone else will: most likely your rival.'

E: jrgarr@qwest.net



Has the wave of privatisation reached its crest? Have mistakes been made? Jan Timmer, Chairman of the Supervisory Board of NS, and Theo Camps, Tias Business School, comment on the interesting interface between the public and private domains. 'The point is to benefit consumers. The rest is just details.'

Private monopolies

T: AD MULDER P: MARTIN VAN WELZEN

After a period during which privatisation was in vogue, especially in the Netherlands, there is a new mood of caution. 'Privatisation has passed its peak – not so much because it is a bad idea, but because it is so often incorrectly implemented. Or perhaps because the wrong things were privatised. 'Implementation is the main problem,' says Jan Timmer. 'If one looks at what has happened with the power companies, one wonders how consumers would stand to benefit. The rest is just details.'

Leaders who decided in favour of privatisation were not always motivated by the right reasons, admit both Camps and Timmer. Many heads of institutions and local or provincial authorities had their vision clouded by potential revenues. The question is, whatever happened to that money? The public is usually deprived of this information. 'I have always thought that those funds should be used for something clearly better,' says Timmer.

Camps does, however, see a trend toward pumping available funds into major projects. He compares this to selling off parts of a business. Timmer disagrees. 'Things are a bit different for a private firm than for a state-run enterprise,' he explains. 'If a

Board of Managers uses the proceeds from the sale of part of the company incorrectly, shareholders may suffer the consequences. But, they can say goodbye to the company. For a state-run enterprise, things are different.'

Manipulation

Privatisation is often sold as a way to break up monopolies. That rationale deserves no mercy in the eyes of Timmer. In practice, state-owned monopolies are usually traded in for private monopolies. We might ask ourselves if one is preferable to the other. Camps thinks that in terms of transparency and controllability there is no obvious winner. He poses the question of whether the public domain functions better than the private one because of supervisory bodies such as Opta (telecom) and DTE (energy). Camps also points to the experience of regulators in the US, who after liberalizing the power market, find that a few very broad-based power companies have been manipulating prices.'

“Trains every fifteen minutes on the Intercity lines during rush hour – that's outrageous, nowhere else in the world is the frequency so high”

“ Supervisory directors who disagree with the government should have sufficient honour to resign ”

Timmer advocates approaching the issue without ideological prejudices and with a feel for shades of differences. According to him, true competition for power companies, railways and other businesses where the base of operations requires a costly infrastructure will remain a dream. 'Monopolies, whether private or state-owned, are unavoidable in enterprises where expensive infrastructures are required', says Timmer. British Rail is a frequently cited example of the wrong way to do things. Timmer believes that is a misconception. 'The British government itself was responsible for the demise of British Rail.'

The British government has now partially reversed privatisation of their railway system. Timmer believes that Railtrack was done an injustice when the company was taken to the stock market while insolvent. Tens of millions of pounds should have been given by the government to Railtrack in compensation for overdue maintenance. Camps wonders whether the situation in the Netherlands is any better than in the UK. Rail manager RailNed estimates that seven billion guilders (> 3 billion euros) should be invested in rail infrastructure in the Netherlands. Timmer thinks that this amount may even be on the low side.

Technological innovation

Timmer is particularly keen to differentiate between lines of business where privatisation is concerned. This revolves around two concepts: technical innovation and capital investment.

KPN (Dutch telecom) for example, cannot be compared to power companies or to NS where technological innovations play less of a role. There are certain physical limitations to be considered. After all, how many rival railway companies can use the domestic network at the same time? The network is already too crowded. 'Trains every fifteen minutes on the Intercity lines during rush hour – that's outrageous! No other country in the world has such a high frequency,' says Timmer.

The situation is completely different for KPN. In the telecom world, the scope of technological advancements is unlimited. The difference between the cost of installing a mobile network and that of a fixed network is tremendous. Therefore, in telecommunications competition is easier to foster.

Resignation

In the recent political debate surrounding NS, the Dutch Minister Netelenbos has steadfastly pointed out that although she bears political responsibility, the NS board should be sent packing by the company's supervisory board and not her. After all, NS is a private company governed by the 'structure regime'. Timmer is keen to introduce further nuance. Government intervention is certainly an option if it is genuinely desired. As shareholder, government can exert heavy pressure on NS' supervisory directors. 'Supervisory directors who disagree with this should have sufficient honour to resign,' says Timmer. 'After all, they are not dependent on their position for an income.' Timmer squarely supports the current NS management board. 'There is no question of this.' He also believes that, as a supervisory director, he plays a useful role as a buffer between the heated emotions of the Lower House of the Dutch parliament and the NS management board.



Jan Timmer worked at Philips for 44 years and served as Chairman of the Board of Philips in 1990 - 1996. He is currently Chairman of the Supervisory Board of NS. **Prof. dr. Theo Camps** occupies the endowed chair in Public Administration and Management Science at Tias Business School and Tilburg University. He is also director of the Rijnconsult Group.



|| pause

Tips from André van de Sande,
Managing Director (Organon Hungary, Akzo Nobel, Hungary)
and participant IMM (Executive MBA) class of 2000

'Go out and make a difference'

'There's nothing like working with the right people. No matter how much one invests in education, it won't do a bit of good without the right people. Staff need to have a certain attitude. Good people make the difference between one company and the next.

Organisations need to showcase their own distinctive features. That's something that I've had completely confirmed during this MBA programme. Many companies focus on making a good product. Yet they forget about setting themselves apart from the competition. That distinction is something that needs to be channelled as much as possible into the organisation. It doesn't stop with products or services. It needs to be fed into the technical knowledge of one's people, in brochures and advertising.

We must be alert to keep our core strategies alive. Perhaps you feel that you've been drifting off course, that happens a lot. That's why it's so important to maintain good communications within the company. Then we can see whether the message, which forms the core of the strategy, has reached the target group and had an effect.'

E: andre.vdsande@organon.hu

in brief

Postbank

Positive experiences at parent company ING Group gave Postbank good reason to call on Tias Business School to design a company-specific Master of Marketing programme. According to Erika Pape, Training Advisor at Postbank Marketing College, 'Tias was best placed to meet our demands. In addition, they did so in a customer-focused manner.'

Postbank is keen to use this new programme to improve the quality of its marketing staff. 'We hope to redirect the organisation towards a more strategic way of working, and move it from a product-orientation to a more customer-based approach,' according to Pape.

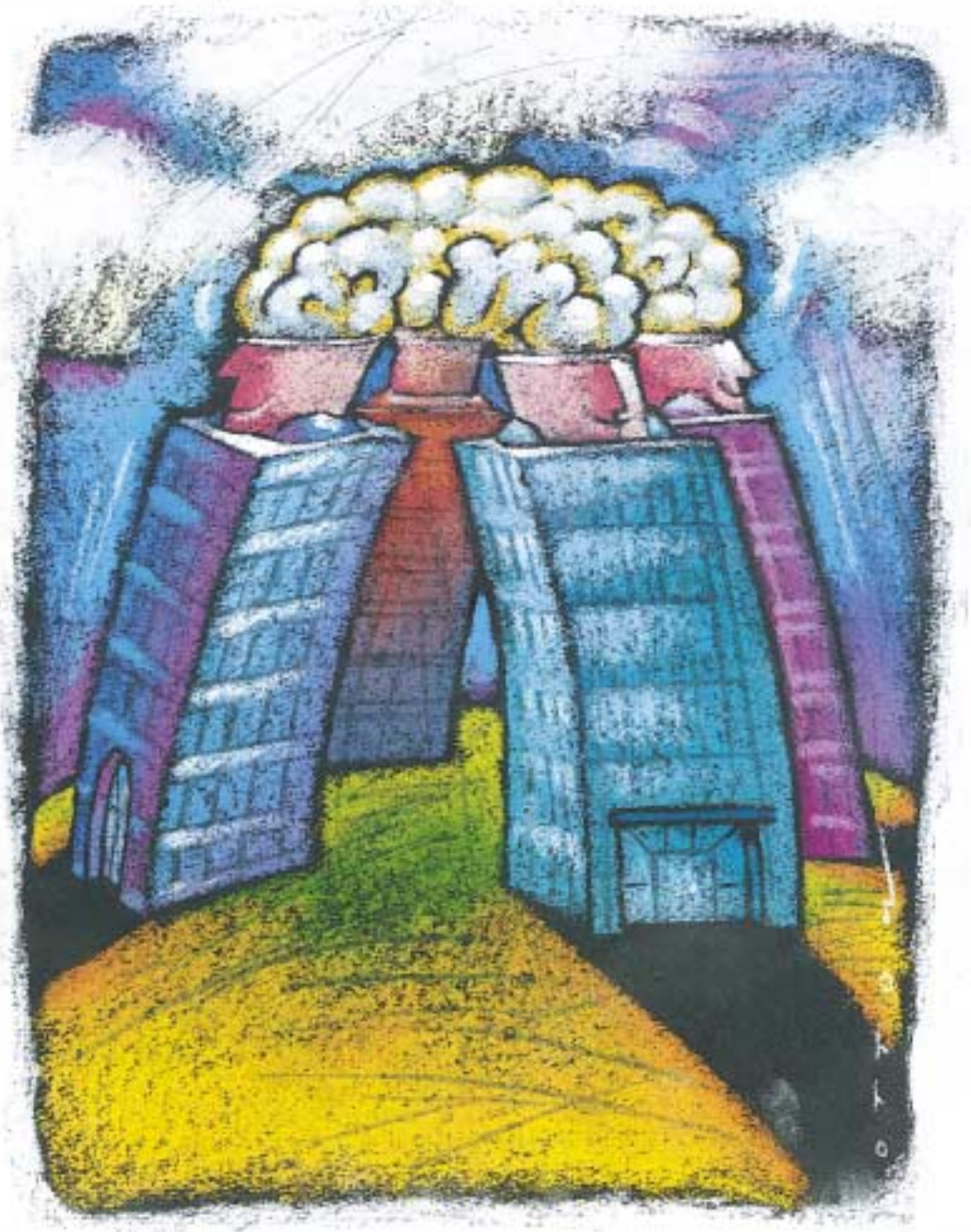
The first of a total of thirteen modules started at the end of November. New on the scene is the system of co-teaching: courses will be taught by duos consisting of both a Tias and a Postbank instructor. This approach will further strengthen the company-specific nature of the programme.

On the record

“Managers in education need to give themselves the opportunity to mark time: to catch their breath so that they can jump further”

Marc Vermeulen, director of studies, Strategic Management of Education, in *Uitleg* (journal of the Dutch Ministry of Education, Culture and Science)

The relationship between knowledge and progress is as old as humankind. Though thinking in terms of the 'knowledge economy' dates back less than twenty-five years. Debra M. Amidon, one of the pioneers in this field, recognised the importance of knowledge strategy in 1982. Managing enterprise knowledge in either profit or not-for-profit organisations requires a special approach.



The 7 C's of Debra M. Amidon

'Shared knowledge creates more power'

'A new economic world order is on the rise - one that is based on knowledge and intellectual, rather than financial capital. Each job, in every business across all countries is in for a dramatic change because of the way that knowledge will be harnessed.'

Debra M. Amidon uses the kaleidoscope as a metaphor for what's in store for the world. A kaleidoscope is a tube

containing mirrors and pieces of coloured glass or paper, whose reflections produce changing patterns when the tube is rotated. 'What's amazing is not so much how fast individual things around us are changing, but rather the collective effect of the speed with which the entire range of variables alters. Those who can cope with this insecurity can use the speed of change to their advantage. The kaleidoscopic effect creates an ideal

environment for innovation. Costs, product quality and time are no longer the decisive elements leading to a competitive market position. What is produced instead is a complex relationship between the economy, technology and human behaviour.'

Innovation

Amidon's philosophy revolves around people as creators and receivers of

The 7 C's of knowledge management

knowledge. 'Human knowledge is nothing new, but now we're putting it at centre stage and are managing knowledge explicitly. To create a lasting future, we require innovation. Success in the future will depend on an ability to create, develop and share knowledge and to apply it through new ideas for goods and services that make sense in the market.'

An important feature of the knowledge economy is the multiplication effect of knowledge. 'Tangible goods, such as land, labour and capital are finite,' explains Amidon. 'Knowledge, however, grows as it is shared.' Amidon defines innovation as knowledge that has been put into practice. She points out that having the most knowledge does not necessarily make one the most effective. Amidon: 'The real value comes from understanding how to use that knowledge. Knowledge has always been power, but today shared knowledge has become even more powerful. True value is created when useful connections are made between seemingly isolated elements.'

Intangibles

In Amidon's mind, the economy in the future will be based largely on intangibles, such as intellectual capital, partnerships and global communication. 'The organisation that suffices with setting its strategic plans down in writing is doomed to fail. The process must be more dynamic; and the key is to keep adapting that strategy for effective management. That's why management in this century will require more vision and visibility than in the past. I'd like to quote a Siemens CEO in this connection, who says executives spend less than two percent of their time on visioning. In some companies that's even less than one percent. That is naturally not enough, since forming a vision and putting it into practice are crucial to any organisation for safeguarding the future.'

The knowledge economy of the 21st century requires a different management style than the industrial 20th century. Debra M. Amidon outlines a completely new set of skills. To make things easier, each of these begins with the letter C. The 7 C's are Context, Competence, Culture, Communities, Conversation and Common Language, Communications and Coaching. Amidon gives some brief comments on each of these below.

1. Context

Managers understand that they are operating in a complex context. They can interpret the trends and formulate these into an inspiring vision with a view to motivating action of others.

2. Competence

Managers know that their management capacities are based on experience; and innovation is the one competence required. Learning is the path to new practices and standards.

3. Culture

Managers realise that the culture in their organisation can be the foremost obstacle to introducing knowledge management. An attitude is required in which learning, sharing knowledge and teamwork are encouraged.

4. Communities

Managers understand the value of the collective. Knowledge management is rooted in groups of employees. That is where ideas are born and shared. The innovation process can be

streamlined by the proper deployment of these groups.

5. Conversation and Common Language

Managers need to make a point of facilitating a common language across functional and business unit boundaries. For knowledge management, the dialogue and exchange of ideas between staff is more important than the results often put in the form of a plan.

6. Communications

Managers understand that communication - both human and electronic - does not have so much to do with what is communicated as how people learn from interacting with other stakeholders, e.g. from customers.

7. Coaching

Managers will coach and be coached by people with the same values and vision. Coaching means looking ahead, with the focus on change and development. Being is more important than doing. Coaches can win the trust of others by making conscious efforts to help them boost their capabilities.

Although these principles are nothing new, few organisations have implemented them effectively. Even fewer organisations are capable of measuring them on a systematic basis. Knowledge management, therefore, also implies the inevitability of gauging these principles. That means searching for innovative mechanisms and new tools and methods.

Debra M. Amidon?

Debra M. Amidon is Founder and CEO of Entovation International, Ltd. (Wilmington, Massachusetts). She holds degrees from Boston University, Columbia University and the Massachusetts Institute of Technology where she was an Alfred P. Sloan Fellow.

Entovation is a global research and strategy consulting network of 8,000 innovation theorists and practitioners - linking 80 countries - dedicated to modern knowledge management, economic development and collaborative strategy. Considered an architect of the Knowledge Economy, Amidon's specialties include knowledge management, e-learning networks, customer innovation and enterprise transformation. Debra M. Amidon currently teaches in various Tias programmes.

who's who



Staff news

Rob van Gameren (*arts RI, MM*) became Director of the new Tias Centre for Health Care Business Administration on September 1. He was previously employed by Prismant, an association that supports healthcare organisations.

Dr. Peter Lindeboom has been appointed Adjunct Professor of a new ING Group sponsored chair. His previous positions include General Manager of Corporate and Investment Banking at the ING Group and Chairman of the Managing Board at CenE Bankiers.

Prof. dr. Rudy Moenaert recently joined Tias Business School as Professor of Marketing. He has also been appointed Associate Dean Research at Tias.

Prof. dr. Sandra Schruijer recently joined Tias as Professor of Organisational Psychology. She has been a member of the Tilburg University faculty since 1997 as Associate Professor of Organisational Psychology.

Drs. Albert Jan Thomassen has been appointed Director of the Family Business Centre, the first Centre of Excellence at Tias. Thomassen is also President of the International Family Enterprise Research Academy (IFERA).

Who is Michael Corbey?

Prof. dr. ir. Michael Corbey (1963) is director of studies of the postgraduate controlling (*Registercontroller*) programme. He studied industrial engineering and management before going to work for DAF, a truck manufacturer, and at the same time began teaching part-time. In 1993, he accepted a full-time position at Tilburg University. 'I found that I really enjoyed teaching. The students enjoyed my lectures and, for me that was the beginning of it all!'

Corbey completed his doctoral thesis on logistics and management accounting in 1995 after which he spent a year as Visiting Professor at INSEAD Business School in Fontainebleau, France. Upon his return to Tilburg, Corbey became director of studies for a company specific programme at Tias Business School, Master of Finance in Small and Medium-Sized Enterprises, for Rabobank. In 1999 he was

T: PERRY VAN DIJK P: GIULIO DANETTA

appointed full professor at Maastricht University and became director of the Registercontroller programme there. Nearly two years later, he came back to Tilburg to direct the new Registercontroller programme at Tias. Corbey highly appreciates a pleasant, open atmosphere while working with participants.

Modern controllers are expected to play an active role in monitoring strategies and improving business processes and the supply of information on these processes. The Registercontroller programme takes up this issue and is recognised by the Association of Registercontrollers and qualifies for the RC title.

Michael Corbey (1963) is married and has two daughters (ages 7 and 3).

E: m.h.corbey@kub.nl

4.37 p.m.

Strategische Marketing

- Advanced Strategisch Marketing Management
- Future of Financial Industries
- Business Balanced Scorecards

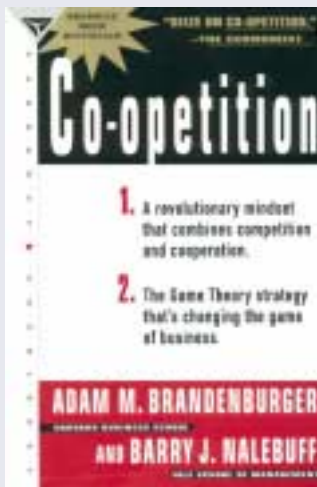
bookmark

T: SUZANNE VISSER

Nothing but winners

Business is war: market players are condemned to do battle. US economists Brandenburger and Nalebuff have succeeded in devising a new framework which emphasises a link between competition and cooperation: Co-opetition or, the rise of the complementors. A book review by Filip Caeldries.

A brief news item appearing in newspapers this October raised quite a few eyebrows. 'Manchester United gets into the mortgage and insurance business!' With the Bank of Scotland and Zurich Financial, the British football club will be offering its members discounts on mortgages. A classic example of a win-win situation. The football club sees the value of its membership grow and the banks get access to a target group that would otherwise be difficult to reach. Here, both sides act not as competitors but as complementors: their products and services strengthen each other.



Score

Practical value:	8
Readability:	9
Originality:	9
Vision:	9
No bookshelf should be without it:	yes
Total score:	9

Adam Brandenburger & Barry Nalebuff, Co-opetition, Doubleday, 1998, ISBN 0385479506, € 23.99 / NLG 52.87 The Dutch version is entitled Spelen met de concurrent, (coopetitie) speltheorie als strategisch wapen, Contact, ISBN 9025405606, € 34.03 / NLG 75

Fighting to death

Creative combinations such as the football club-mortgage/-insurance tie-up are the result of a co-opetition mindset which US economists Brandenburger (Harvard Business School) and Nalebuff (Yale School of Management) advocate.

To them, the first step towards successful business management is not to focus exclusively on trying to seize the biggest piece of the pie. It is much more effective to sit down with other players to find a way of making the biggest pie possible. After all, as Brandenburger and Nalebuff put it, 'If fighting to death destroys the pie, there will be nothing left to capture... You can co-operate without ignoring your own self-interest.' Well-understood self-interest is usually a combination of co-operation and competition – 'co-opetition'.

Game theory

The authors have built their work on the principles of game theory. This theory was developed during World War II when the British Navy was looking for a better way to predict the movement of German submarines. Although the concepts behind game theory were later expanded into other fields, it has remained a rather abstract body of work.

The main attraction of Brandenburger and Nalebuff's book lies not in its game theory background – in fact, that may even scare off certain groups of readers.

The real virtue of co-opetition lies in the fact that the authors focus our attention on a category of players that have been largely ignored: complementors. Complementors are not new to the game. Indeed, no car manufacturer would even think of delivering its products without the complementary products of tyre makers. Yet by placing complementors in a separate category, Brandenburger and Nalebuff seek to direct the attention of management to a category of players that opens up new perspectives to deliver customer value. (e.g. develop a football-mortgage tie-up).

The presumption that co-opetition will lead managers to make the right strategic choices may be a bit exaggerated.

Nevertheless, Brandenburger and Nalebuff successfully introduce a universal conceptual framework that can significantly increase the degree of freedom managers have at their disposal.

*Filip Caeldries is Associate Dean Company Specific Programmes at Tias Business School and Professor in Strategic Management at Tilburg University.
E: f.caeldries@kub.nl; fcaeldries@belgacom.net*

useful

www-inst.eecs.berkeley.edu/~eecsba1/s98/reports/eecsba1g/project3/report.html Interesting case study in the field of networked computing. www-marketing.wharton.upenn.edu/ideas/pdf/game.pdf Extensive and critical review. Although the author does like the book he warns that it should be 'handled with care.' <http://mayet.som.yale.edu/coopetition/index2.html> 'Official co-opetition' website used by the authors to support their writings and teaching on co-opetition.



trend

Name: Mimi Lamote

Position: General Manager, C&A Belgium and Luxemburg

From September 1999 to the end of October 2001, Mimi Lamote was a participant in the Retail Management Programme which Tias Business School designed for C&A. Lamote completed the programme with success – not only in terms of her marks, but also with respect to how the programme has affected her work.

'Indeed,' says Lamote, 'even during the programme I – along with three other participants from C&A, was asked to devise a new strategy for C&A Belgium.

'Show us what you've learned,' was their attitude. We had to present the new strategy to the European Board of C&A. I believe that they were pleased with our presentation, as in January of 2001 I was asked to put that strategy into practice as General Manager of C&A Belgium and Luxemburg.'

What are presently the major trends in your field?

'Oh, there are quite a few. The retail clothing industry has been facing growing

competition – hypercompetition, actually. Customer loyalty is in sharp decline. Consumers continue to become more fickle in their purchasing behaviour, while at the same time the variety of shops and brands keeps on growing. Another big trend is the ageing of society. A growing number of seniors have a lot of free time and also a relatively large amount of money to spend. Shopping is popular with this group. Today's senior citizen likes to look good and be well dressed. That's good for C&A.'

overview

New: Financial planning

The main purpose of this Master's programme is to provide broad-based, in-depth and professional knowledge in the domain of personal financial planning. Yet it also includes knowledge on investing, analysing and advising to optimise personal financial situations. Upon completion of the programme, the participants will be able to render a second opinion, offer clients proactive support and adapt people's financial plans to new circumstances. The programme is run by Tias Business School in co-operation with Elsevier Baard.

New: Masters of Growth

The Masters of Growth programme encompasses three modules of three days each. The three modules are built round a

number of business challenges for fast growers: strategy, finance, human resources, marketing and sales, etc. Some of the world's top entrepreneurs, together with professors from IESE Business School and Tias Business School, constitute the faculty for this unique programme. The programme therefore offers an exclusive combination of market pioneers and conceptual thinkers.

Executive MBA/IMM

IMM represents the most international executive MBA. It is designed to accommodate the needs of executives with demanding schedules. Programme participants study an integrated curriculum, drawing from the full range of functional areas of business and stressing the development of analytical skills. They

complete six two-week residencies interspersed over a two-year period, with state-of-the-art Internet support year-round. Four universities are working together in this joint venture. These are Tias Business School, Purdue University (USA), Budapest University of Economic Sciences and Public Administration (Hungary) and ESCP-EAP (Paris). The programme leads to both an American MBA degree (Purdue) and a European MBA degree (Tilburg, Budapest or ESCP-EAP).

These are the programmes for the first and second quarter of 2002.

For more information: www.tias.edu or call us on + 31 13 466 86 00.

Starting dates and prices are subject to change.

MASTER OF FINANCIAL ECONOMICS

Length: 21 months
Start: January 2002
Price: € 17,500 / NLG 38,565
Willemijn Land,
Programme Manager
s.w.land@kub.nl

MASTER OF TRANSPORT AND LOGISTICS MANAGEMENT

Length: 26 months
Start: January 2002
Price: € 17,500 / NLG 38,565
Marianne Kennes,
Programme Manager
m.j.j.kennes@kub.nl



MASTER OF MANAGEMENT IN EDUCATION

Length: 16 months
Start: 5th February 2002
Price: € 17,500 / NLG 38,565
Miranda Bol,
Programme Manager
m.c.j.bol@kub.nl

MASTER OF HEALTH ADMINISTRATION

Length: 24 months
Start: May 2002
Price: € 17,500 / NLG 38,565
José Eijkemans,
Programme Manager
j.j.m.eijkemans@kub.nl

MASTER OF FINANCIAL PLANNING

Length: 24 months
Start: March 2002
Price: € 17,975 / NLG 39,612
Willemijn Land,
Programme Manager
s.w.land@kub.nl

EXECUTIVE MBA PROGRAMME: THE INTERNATIONAL MASTER'S IN MANAGEMENT PROGRAMME

Length: 24 months
Start: January 2002
Price: \$ 45,000
Christel Donné,
Programme Co-ordinator
c.donne@kub.nl

EDP AUDITING

Length: 21 months
Start: January 2002
Price: € 12,500 / NLG 27,547
José Eijkemans,
Programme Manager
j.j.m.eijkemans@kub.nl

STOLTE COURSE FOR HEALTHCARE MANAGERS

Length: 12 months
Start: June 2002
Price: € 6,500 / NLG 14,325
(excluding excursion)
José Eijkemans,
Programme Manager
j.j.m.eijkemans@kub.nl



STRATEGY AND INNOVATION IN PUBLIC AND NON-PROFIT ORGANISATIONS

Length: 5 days (3 days in June and 2 days in September)
Start: 5th June 2002
Price: t.b.a.
Connie Dollevoet,
Event Manager
c.j.j.dollevoet@kub.nl



INTERNATIONAL PROGRAMME ON THE MANAGEMENT OF SUSTAINABILITY

Length: 8 days
Start: June 2002
Price: t.b.a.
Hilde Baert,
Client Manager
h.j.p.baert@kub.nl

MASTERS OF GROWTH: UNLEASHING ENTREPRENEURIAL POTENTIAL

Length: 9 days
Start: 2002
Price: € 11,750 / NLG 25,984
(GrowthPlus members
€ 9,750 / NLG 21,487)
Hilde Baert, Client Manager
h.j.p.baert@kub.nl

Graduation Day 2001
20th December 2001

Graduation Day 2002
26th June 2002

in brief

Globalisation

Some see globalisation as a source of unprecedented wealth; others see it as the very root of inequality and hypercompetition.

Philippe Naert, Dean of Tias Business School, and Bruno Coppieters, Strategic Planning - Antwerp Area, the two chief editors of *Globalisering: zegen en vloek* [Globalisation: Blessing and Curse] admit that the truth probably lies somewhere in the middle. 'In the very same pasture, as Seneca would say, the cow is mainly interested in the grass, the dog in the hare and the stork in the lizard,' write Philippe Naert and Bruno Coppieters. In addition to Naert and Coppieters many other well-known authors have contributed to the book. Ruud Lubbers has written a chapter on social cohesion and Karel van Miert one on European competition policy.

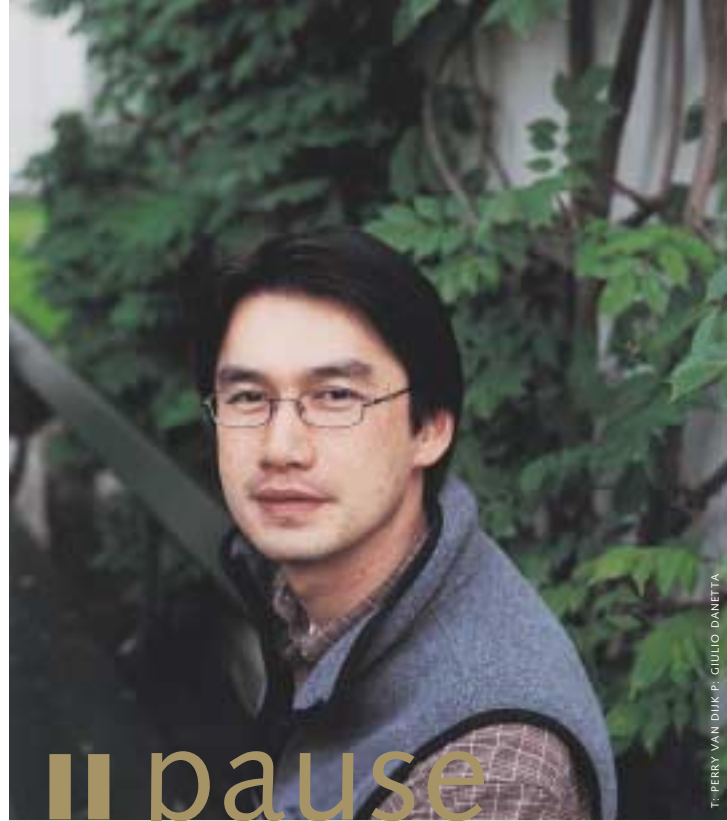
Globalisering: zegen en vloek is published by Lannoo in Tiel, Belgium, 2000, ISBN 90 209 4096 1, € 37.95 / NLG 83.63



On the record

“ Companies increasingly ask: what's in it for me? If we fail to find a tailor-made solution for this, the business school might as well pack up and go ”

Philippe Naert, Dean Tias Business School, in *Opleiding & Training*



Tips from Sam Sawachika, Deputy Director Automation Control & Information Group (Rockwell Automation Japan Co. Ltd., Japan) and participant IMM (Executive MBA) class of 2000

'Uncovering the hidden message'

'The Japanese need to think more carefully now, because their business environment is changing dramatically. Society is becoming more flexible and managers need to come up with creative solutions to these new challenges. They need to confront situations that are completely new to them.'

Staff need to respect each other as individuals and value one another's capabilities. A job for life was strongly rooted in Japanese society, but that's not true any longer. That's why we need to nurture good relationships with staff. The recession has made things difficult for customers. Mutual respect is the way to resolve our problems.

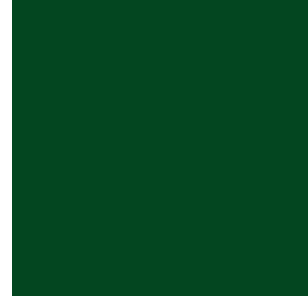
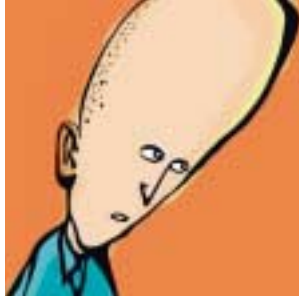
Universal communication is important. That means not only business communication but also small talk. In Japan, implications don't always lie on the surface but through careful thought, one can usually uncover the hidden message. On the other hand, the Japanese need to learn how to communicate with persons from other cultures. For example, one needs to be very specific and direct when dealing with Americans. The Japanese find such up-front behaviour threatening. Since business is heading towards globalisation, persons from different nationalities and cultures need to learn to work together.'

E: fsawachika@ra.rockwell.com



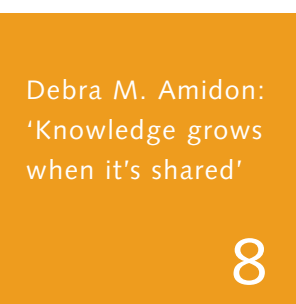
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