

---

Gabriel Baffour Awuah (Skövde, Sweden) “Relationship Marketing”	1
Jacobus Johannes Swanink (Den Haag, Netherlands) “Competing for the Future”	29
Marie-Marthe Gervais Le Garff (London, Great Britain) “Gender and Management Across Cultures”	48
Kees Beniers (Den Haag, Netherlands) “International Negotiations”	68
Jyoti Navare (Bournemouth, Great Britain) “Cultural Changes affecting”	80
Herbert Bruch (Nuremberg, Germany) “Environmental Protection Policy Programs and their Specific Impacts on the Consumer Electronics Industry”	90
Rainer Kalwait (Coburg, Germany) “If Management Accountants Change the Job in Central Europe – Job Profiles of Central European so-called ‘Controllers’”	99
Helena Hruzova (Prague, Czech Republic) “Economical Consequences and Czech Managers Entrance into European Market”	109
Hendrik van der Jagt (Utrecht, Netherlands) “Zwei ungleiche Nachbarn”	126
Wilfried Böhler (Paderborn, Germany) “Internet and Intranet - Options for Company and Market Informations”	144
Geribert Jakob (Coburg, Germany) “Intranet Security by Firewalls”	165
Andrew Harrison (Middlesborough, Great Britain) “International Competitiveness in an Integrated Europe”	209
Bernd-Joachim Schuller (Skövde, Sweden) “Macroeconomic Performances of the European Economies – is Europe falling back?”	227

Gabriel Baffour Awuah (Skövde, Sweden)

"Relationship Marketing".....	1
1 Abstract .....	2
2 What is a Relationship Marketing (RM)? .....	3
2.1 These Markets are .....	4
2.1.1 Internal Markets .....	4
2.1.2 Customer Markets .....	4
2.1.3 Referral Markets .....	4
2.1.4 Supplier Markets .....	5
2.1.5 Employee Markets .....	5
2.1.6 'Influencer' Markets .....	6
3 The Applicability of RM .....	6
3.1 Industrial Markets compared with Consumer Markets .....	7
4 Some Common as well as Different Approaches to Initiate 'The Buyer-Seller-Interface' .....	9
4.1 An Approach that seems to fit the 'Mass-Consumer' Marketing .....	9
4.2 An Approach that seems to fit the Industrial Marketing .....	10
4.3 An Approach that seems to fit the Services Marketing .....	10
5 Transactions versus Relationships Marketing .....	12
3.1 Some Illustrations .....	12
5.2 The Shift from TM - to RM .....	13
5.2.1 Increased Competition .....	13
5.2.2 Internal and External Changes .....	14
5.2.3 The Challenges created by the Shift to Relationships Marketing .....	15
6 The Establishment, Maintenance and Development of Relationships between Sellers and Buyers in Industrial Markets .....	16
6.1 The Relationship Development Stages or Process .....	16
6.1.1 The Pre-Relationship Stage .....	16
6.1.2 The Early Stage .....	16
6.1.3 The Development Stage .....	17
6.1.4 The Long-term Stage .....	17
6.1.5 The Final Stage .....	17
6.2 Evaluating the Value of a Business Partner .....	17
6.2.1 Some Perceived Benefits in a Relationship .....	18
6.2.2 Some Perceived Costs in a Relationship .....	18
6.3 The Interaction Model .....	20
6.3.1 The Industrial Network Approach .....	22
7 References .....	25

---

Jacobus Johannes Swanink (Den Haag, Netherlands)

**"Competing for the Future".....29**

**1 Introduction ..... 30**

**2 In Search of Excellence ..... 30**

2.1 The McKinsey 7-S Framework..... 31

2.2 The Eight Basic Principles of Excellence..... 31

**3 Competitive Advantage: Creating and Sustaining Superior Performance ..... 32**

3.1 Industry Analysis..... 32

3.2 Competitive Positioning..... 33

3.3 Cost Leadership..... 33

3.4 Focusing on a Particular Target Segment..... 34

3.5 Differentiation ..... 35

3.6 Differentiation Through Focus Strategy ..... 35

3.7 The Process of Developing Strategy..... 36

**4 Competing for the Future..... 37**

4.1 Two Sets of Questions ..... 37

4.2 Suggestions for Analysis..... 39

**5 Hidden Champions..... 41**

5.1 Criteria for a Hidden Champion ..... 41

5.2 The Practical Approach..... 41

**6 Business Simulation Game BAPPF ..... 43**

6.1 Simulation Model..... 43

6.2 Participants ..... 44

6.3 Aims..... 44

6.4 Course of the Game..... 45

6.5 Decision Areas ..... 46

**7 Recommended Literature..... 47**

Marie-Marthe Gervais Le Garff (London, Great Britain)	
<b>"Gender and Management Across Cultures".....48</b>	
<b>1</b>	<b>A Contrastive Approach between the UK and France ..... 49</b>
<b>2</b>	<b>Introduction ..... 50</b>
<b>3</b>	<b>Some General Statistics about Women in the Work Force ..... 51</b>
<b>4</b>	<b>Why cannot Women break the Glass Ceiling? ..... 59</b>
<b>5</b>	<b>Management Styles ..... 63</b>
<b>6</b>	<b>References ..... 66</b>

Kees Beniers (Den Haag, Netherlands)	
<b>"International Negotiations".....68</b>	
<b>1</b>	<b>Dimensions ..... 69</b>
1.1	Method A ..... 69
1.2	Method B..... 69
1.3	Method C..... 70
1.4	The Four Dimensions: Interests – Power – Climate – Procedure ..... 70
1.5	Right Method to Negotiate: Method C ..... 71
<b>2</b>	<b>Styles of influence ..... 72</b>
2.1	Push Behaviour ..... 73
2.2	Pull Behaviour..... 74
2.3	Moving away Behaviour..... 74
<b>3</b>	<b>Intercultural Differences in Negotiations ..... 75</b>
3.1	Basic Concept of the Negotiating Process..... 75
3.2	Selection of Negotiators..... 76
3.3	Role of Individual Aspiration ..... 77
3.4	Concern with Protocol ..... 77
3.5	Complexity of Language..... 78
3.6	Nature of Persuasive Argument..... 79

Jyoti Navare (Bournemouth, Great Britain)

<b>"Cultural Changes affecting"</b> .....	<b>80</b>
<b>1 Cultural Changes affecting Financial Service in Western Europe</b> .....	<b>81</b>
<b>2 Change Tiggers</b> .....	<b>82</b>
2.1 Growth in Consumerism.....	82
2.1.1 <i>Disinformation and Shift in Risk Culture</i> .....	82
2.1.2 <i>Movement from Product Risk to Market Risk</i> .....	82
2.1.3 <i>Shift in Customer Risk Base</i> .....	83
2.2 Regulatory Construction and Organisational Deconstruction.....	83
2.2.1 <i>Power Economics</i> .....	84
2.2.2 <i>Cultural Tensions</i> .....	85
2.3 Electronic Revolution & Organisational Tensions.....	85
2.3.1 <i>Growth in Guruism</i> .....	86
<b>3 The Shape of Things to come</b> .....	<b>87</b>
<b>4 Conclusions</b> .....	<b>88</b>
<b>5 References</b> .....	<b>89</b>

Herbert Bruch (Nuremberg, Germany)

<b>"Environmental Protection Policy Programs and their Specific Impacts on the Consumer Electronics Industry"</b> .....	<b>90</b>
---	-----------

,Rainer Kalwait (Coburg, Germany)

<b>"If Management Accountants Change the Job in Central Europe – Job Profiles of Central European so-called 'Controllers'"</b> .....	<b>99</b>
<b>1 Introduction</b> .....	<b>100</b>
<b>2 Controller's Duties</b> .....	<b>101</b>
<b>3 Controller's Professional Requirements</b> .....	<b>102</b>
<b>4 Controller's Personal Requirements</b> .....	<b>103</b>
<b>5 Controller's Hierarchical Level</b> .....	<b>104</b>
<b>6 Controller's perfect Age</b> .....	<b>106</b>
<b>7 Economic Sector in which of Companies are looking for Controllers</b> .....	<b>107</b>

Helena Hruzova (Prague, Czech Republic)  
**“Economical Consequences and Czech Managers Entrance into European Market”**.....109

1 Introduction ..... 111

2 Brief Economical Performance..... 111

3 Privatization.....115

4 Who are Czech Managers? ..... 121

5 References .....125

Hendrik van der Jagt (Utrecht, Netherlands)  
**“Zwei ungleiche Nachbarn”**.....126

Auswahlbibliographie ..... 142

English Summary ..... 143

Wilfried Böhler (Paderborn, Germany)  
**“Internet and Intranet : Options for Company and Market Informations”**.....144

1 Problem Identification ..... 145

2 Identifying Web Site Fitness ..... 148

3 Information Push and Pull ..... 152

4 Drive to Complexity ..... 153

5 Worldwide Web Design Format ..... 155

5.1 Contingency Framework for Universal Design ..... 155

5.2 Monitoring Information ..... 157

5.3 Building Commitment ..... 158

5.4 Driving for Success ..... 159

5.5 Online Design of Structure ..... 160

6 Conclusion: the Importance of Attention Factors ..... 161

7 References ..... 164

Geribert Jakob (Coburg, Germany)

"Intranet Security by Firewalls" .....	165
Abstract and Preface.....	168
Vorwort.....	169
<b>1 Einleitung .....</b>	<b>169</b>
<b>2 Die Notwendigkeit von Sicherheit im Internet.....</b>	<b>170</b>
2.1 Was muß geschützt werden?.....	170
2.2 Die verschiedenen Arten der Sicherheit .....	171
2.3 Die unterschiedlichen Sicherheitsebenen / Orange Book .....	171
2.4 Checkliste zur Entwicklung eines Sicherheitssystems .....	172
2.5 Die Entscheidung: Intensität der Sicherheitseingliederung.....	172
<b>3 Sicherheitsrisiko im Internet.....</b>	<b>174</b>
3.1 Woher kommen die Angreifer? .....	174
3.2 Angriffsmöglichkeiten und Schwachstellen.....	175
3.3 Sicherheitsrisiko Unternehmensorganisation .....	175
<b>4 Die Architektur der Kommunikationsprotokolle TCP/IP und UDP.....</b>	<b>176</b>
4.1 Rangliste der Einbruchsmethoden .....	177
4.2 Ausgewählte Angriffsmethoden .....	177
4.3 IP-Spoofing .....	178
4.4 Der TCP-Sequenznummern-Angriff.....	179
4.5 Angriffe über das ICMP-Protokoll .....	180
4.6 Der IP-Fragment-Angriff.....	181
<b>5 Spezielle Sicherheitsrisiken im World Wide Web .....</b>	<b>181</b>
5.1 Angriffe über das Common Gateway Interface (CGI).....	182
5.2 ActiveX.....	182
5.2.1 Sicherheit und Sicherheitsverletzungen .....	183
5.2.2 Controls, Fernsteuerung und der Fall „Quicken“ .....	183
5.3 Java und JavaScript .....	184
Java.....	185
5.3.1 Sicherheitsprobleme in Java.....	185
5.3.2 Sicherheitslöcher in JavaScript.....	186
<b>6 Internet-Sicherheit - Planung und Umsetzung .....</b>	<b>187</b>
6.1 Unternehmensrichtlinien für die Sicherheit in lokalen Netzen .....	187
6.2 Ziele.....	187
6.3 Risikoanalyse.....	187
6.4 Die Formulierung von Sicherheitsrichtlinien .....	188
6.5 Implementierungsplan.....	188
6.6 Die Inbetriebnahme des Firewall-Systems .....	189
<b>7 Firewalls: Grundidee und Philosophie.....</b>	<b>190</b>
7.1 Grundlegende Entscheidungen .....	190
7.2 Ziel der Firewall: Kontrolle und Überwachung.....	191

7.3	Kosten von Firewall-Systemen .....	191
<b>8</b>	<b>Der prinzipielle Aufbau von Firewall-Architekturen .....</b>	<b>192</b>
8.1	Einzelkomponenten von Firewall-Systemen .....	192
8.2	Paketfilter (Screening Router) .....	192
8.3	Transportschicht-Gateways (Circuit-Level-Gateways).....	193
8.4	Anwendungsschicht-Gateways (Application-Level-Gateways).....	194
<b>9</b>	<b>Ausgewählte Firewallarchitekturen .....</b>	<b>196</b>
9.1	Dual-Home-Bastion-Host .....	196
9.2	Multi Home Hosts .....	196
9.3	Dual-Home-Hosts .....	197
9.4	Dual-Home-Bastion-Host mit DMZ.....	197
9.5	Kaskadierte Dual-Home-Bastion-Hosts .....	197
9.6	Screened Host Architektur .....	197
9.7	Screened-Subnet-Architektur.....	199
9.8	Abgesichertes Zwischennetz / Perimeter Netzwerk .....	201
9.9	Bastion-Host(s) .....	201
9.10	Interner Router .....	202
9.11	Externer Router .....	202
<b>10</b>	<b>Abschließende Bewertung von Firewalls.....</b>	<b>203</b>
	<b>Fazit.....</b>	<b>204</b>
	<b>Quellenverzeichnis.....</b>	<b>205</b>

Andrew Harrison (Middlesborough, Great Britain)		
"International Competitiveness in an Integrated Europe" .....		209
<b>1</b>	<b>Overview.....</b>	<b>210</b>
<b>2</b>	<b>What does Further Economic Union involve? .....</b>	<b>210</b>
<b>3</b>	<b>What Determines International Competitiveness? .....</b>	<b>212</b>
<b>4</b>	<b>What Factors will improve a Company's Competitiveness?.....</b>	<b>216</b>
<b>5</b>	<b>The Completion of the Internal Market .....</b>	<b>218</b>
<b>6</b>	<b>External Trade Liberalization.....</b>	<b>219</b>
<b>7</b>	<b>Flexible Labour Markets and the "Social Chapter" .....</b>	<b>221</b>
<b>8</b>	<b>State Aid and the Ability to "Pick Winners" .....</b>	<b>223</b>
<b>9</b>	<b>Concluding Comments.....</b>	<b>225</b>
<b>10</b>	<b>References .....</b>	<b>226</b>

Bernd-Joachim Schuller (Skövde, Sweden)

**"Macroeconomic Performances of the European Economies – is Europe falling back?"..227**

<b>1</b>	<b>Introduction .....</b>	<b>230</b>
<b>2</b>	<b>International Competitiveness: Is Europe Competitive?.....</b>	<b>231</b>
2.1	Indicators which show the Results of International Competitiveness .....	232
2.2	Indicators which are Conditions for International Competitiveness.....	232
<b>3</b>	<b>The Size of the Economies and the Magic rectangle .....</b>	<b>240</b>
<b>4</b>	<b>Macroeconomic Performance .....</b>	<b>248</b>
4.1	Introduction .....	248
4.2	The Size of the Economies.....	248
4.3	Growth.....	252
4.4	Inflation .....	254
4.5	Employment and unemployment .....	256
4.6	The current balance .....	260
4.7	Conclusions .....	261
<b>5</b>	<b>Per Capita Income.....</b>	<b>262</b>
<b>6</b>	<b>The nineties .....</b>	<b>268</b>
<b>7</b>	<b>Macroeconomic inertia in Europe - the multiplier.....</b>	<b>278</b>
<b>8</b>	<b>Final remarks.....</b>	<b>285</b>
<b>9</b>	<b>References.....</b>	<b>288</b>