



CBS Executive Bestyrelsesuddannelsen 2016: Energi og kompetence fylder lokalet blandt de 41 deltagere og et unikt undervisningsteam på 11 CBS-professorer, 25 erfarne bestyrelsesformænd og 17 toprådgivere, der faciliterer case diskussioner, formidler og perspektiverer erfaring fra bestyrelseslokalerne samt underviser på internationalt niveau.

BESTYRELSESUDDANNELSEN 2016-1

360° perspektiv på bestyrelsens arbejdsfelt,
kompetencer og ledelsesopgaver

CBS Bestyrelsesuddannelserne

KROMANN
REUMERT

EY
Building a better
working world

CBS
EXECUTIVE



DELTAGERE

Navn

Alex Buendia
 Anette Lonsdale
 Anne Louise Kinnerup
 Anne-Mette Beske Nielsen
 Bengt Enge
 Chresten Plinius
 Christian Holm Hansen
 Christoffer Witt Qvist
 Dorthe Kjerulf
 Gitte Skouenborg Lasnier
 Hans Henrik Pontoppidan
 Henrik Maimann
 Henrik Mørch
 Inge Olsen
 Jane Bech
 Jeanette Elgaard Carlsson
 Jens Christensen
 Jens Hjul-Nielsen
 Jesper Wendt
 Julie Møller Lønhart

Virksomhed

Christian Nielsen Strandsmøllen A/S
 Bruun & Højle
 Mercuri Urval A/S
 Anne-Mette Beske Nielsen
 Bengt Enge
 Trifork A/S
 EM Nordic Denmark A/S
 Qvist-Gruppen
 Frederiksberg Kommune - By & Miljø
 L'Oréal Danmark
 Deloitte
 Global View Consult
 DSV Solutions
 Københavns Universitet
 EDC Poul Erik Bech
 Froosh
 NORDEN A/S
 BOFA
 Onsite Service
 M&C/Nordic Transformation Group

Titel

Adm. Direktør
 Advokat
 Chief Management Consultant
 Advokat
 Rådgiver
 Vice President
 Adm. Direktør
 Ejer
 Udviklingschef
 Direktør
 Partner
 Ejer
 Managing Director
 Udviklings- og bygningskonsulent
 Ejer
 Direktør
 VP Head of Dry Cargo Operations
 Direktør
 Bestyrelsesformand
 Partner



Navn

Karina Petersen
 Karl Lægaard
 Kathrine Forsberg
 Lars Bagge Christensen
 Lasse Thomsen
 Leif Fredberg
 Lena Storm
 Michael Tønnes Jørgensen
 Morten Bangsgaard
 Niels Ebdrup
 Ole Graversen
 Ole Steensberg Øgelund
 Peter Lytzen
 Robert Ibsen
 Runi Thomsen
 Sanne Lønskov
 Steen Clausen
 Thorkil Jørgensen
 Tine Kirk Pedersen
 Tobias Witten
 Torben Bo Christensen

Virksomhed

Rådet For Sikker Trafik
 Resources Denmark
 TDC
 DS NORDEN
 LT Automation
 Lefre Energi
 Amneal Nordic
 DS NORDEN
 Bestyrelsesmedlem
 Niels H. Ebdrup Automobiles
 Terma Aerostructures A/S
 Vand og Affald
 Teekay
 Dragsholm Sparekasse
 Delegate
 L'Oréal Danmark
 Steen Clausen
 KARA/Noveren
 Sund & Bælt Holding
 Tobias Witten
 Rokkedysse Bær I/S

Titel

Underdirektør
 Partner
 Senior Vice President
 Executive Vice President
 CEO / Serial Entrepreneur
 Ejer/direktør
 Adm. Direktør
 CFO
 Tidl. CEO
 Ordførende direktør
 Adm. Direktør
 Adm. Direktør
 CEO
 Bestyrelsesmedlem
 Partner
 Adm. Direktør
 Ejer
 Direktør
 Markedsdirektør
 Direktør
 Ejer



UNDERVISNINGSTEAM

ERFARING FRA BESTYRELSESLOKALERNE

Anne Broeng – bl.a. ATP, Bikubenfonden, Pension Danmark, NASDAQ OMX Nordic

Anne Louise Eberhard – bl.a. Sampension KP Livsforsikring, Solix Group

Bertil From, CFO, Lundbeckfonden – bl.a. Obel - LFI Ejendomme

Birgit Nørgaard – bl.a. DSV, Kvaerner, nne pharmaplan

Christian Frigast, Managing Partner, Axcel – bl.a. Pandora, DVCA, Royal Scandinavia, Nordic Waterproofing

Finn Junge Jensen, fhv. rektor, CBS – bl.a. Politiken-Fonden, Politiken Holding, Symbion Fonden (formand), Erik Møllers Tegnestue (formand)

Henrik Mansfeldt Witt, partner, Integra Law – bl.a. Signatours (formand)

Inge Berneke, partner, Egon Zehnder – bl.a. Louisiana

Jan Hove Sørensen, partner, Maj Invest Equity – bl.a. Unwire (formand), Ellegaard Göttingen Minipigs (formand)

Jesper Møller – bl.a. Brøndbyernes IF (formand), Industriens Fond, Lakrids by Johan Bülow

Jørgen Buhl Rasmussen – bl.a. Novozymes, Frank Urenholt

Lars Bo Ive – bl.a. LO Plus (formand), Cumulus

Lars Frederiksen – bl.a. Matas (formand), Falck, Rockwool Group, Widex



Lars Monrad-Gylling – bl.a. Kompan (formand), Schultz (formand), Kvadrat, Berlingske Media

Lasse Bolander – bl.a. Coop Danmark (formand), First Purple Publishing (formand), Dagbladet Information (formand), Travelmarket (formand)

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Steen Hemmingsen, Special Advisor, Lundbeckfonden

Steffen Kragh, CEO, Egmont – bl.a. Nykredit (formand), Lundbeckfonden

Steffen Lüders, Head of Comm. & Stakeholder Relations, Novo Nordisk Fonden & Novo – bl.a. International Chamber of Commerce Denmark, Vilhelm & Charlotte Holstebroes Legat (formand)

Thorkil K. Christensen, tidligere CFO, Novo koncernen – bl.a. Danish Chinese Business Forum (formand)

Tom Jacobsgaard, direktør, Bestyrelsesforeningen

Vagn Sørensen – bl.a. TDC (formand), FL Smidth A/S (formand), Zebra (formand)

Vibeke Krag – bl.a. Konkurrencerådet, EnergiMidt



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PROFESSORER

Caspar Rose, professor, CBS
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Thomas Plenborg, professor, CBS



UNDERVISNINGSTEAM

RÅDGIVERE TIL BESTYRELSER

Anders Lavesen, partner, Kromann Reumert

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Mikkel Holm Sørensen, PhD, direktør, /KL.7

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Peter Ketelsen, partner, Kromann Reumert

Søren Linding, erhvervskommentator, Jyllandsposten

Søren Kok Olsen, partner, EY

Torben Bender, partner, EY



PROGRAM

16 dage i perioden
29. januar 2016 - 11. juni 2016

CORPORATE GOVERNANCE I

- Overview of the Corporate Governance Field
- Case: Board & Boardwork in Santex
- Case: Accepting a Board Position with Stormagasinsgruppen – Considerations?

CORPORATE GOVERNANCE II

- Selskabsloven – Generalforsamlingen
- Case: Generalforsamlingen
- Selskabsloven – Kapitelselskabets ledelse
- Case: Bestyrelsen i en Jysk Ejerledet Virksomhed
- Bestyrelsesansvar
- Case: Bestyrelsen for et Mellemstort Dansk Selskab
- Case: Self-dealing – Bilflåden
- International Corporate Governance

SHAREHOLDERS, STAKEHOLDERS, THE TALENT AND THE PUBLIC

- Shareholders, Stakeholders and the Public
- Case: Stakeholder Conflicts in the Building Corporation
- HRM in a Board perspective
- Case: Talent Management Issues at Dan Industri
- Perspektivering
- Case: Business Ethics and PR Crisis



THE BOARD AND THE ANNUAL REPORT

- Accounting Regulation – Differences Between Danish Financial Statement Act and IFRS/IAS
- The Board and the Annual Report
- Cases: challenges and Dilemmas when Preparing the Annual Report
- Understanding and Measuring Profitability – Ratio Analysis
- Cases: Analysis on Solid Danish Companies

THE BOARD AND THE FINANCIAL MANAGEMENT

- BoConcept hjemmeopgave
- Firm Valuation and Identification of Key Value Drivers
- Case: Simulation of Key Value Drivers and Their Impact on Cash Flows, Profitability Ratios and firm Value
- Cooperation – Board and External Auditor
- The Audit Committee

BOARD LEADERSHIP AND BOARD CULTURE

- Board Leadership and Board Culture
- Case: Handelsbanken
- Formanden, Bestyrelsen og CEO
- Hvad mener Komiteen om bestyrelseevaluering?
- Bestyrelseevaluering
- Case: Board Evaluation in Five Boards

VALUE CREATION, STRATEGY & BOARD LEADERSHIP

- Bestyrelsen og Strategi
- Case: Addressing Strategic Issues at the Conglomerate
- Perspektivering
- Board Leadership Styles
- Case: Strategy and Board Leadership in High Tech, High Growth Company

CORPORATE BRAND & BOARD LEADERSHIP

- Kultur, Vision og Image – forudsætning og/eller resultat af strategi
- Case: Corporate Brand and Board Leadership at SAS
- Evaluating the CEO
- Case: Evaluating the CEO
- Succession planning
- Case: Succession planning

THE BOARD, THE BUSINESS AND THE CUSTOMERS

- Kundefokus i Bestyrelsen
- Case: Bestyrelsen, Forretningen og Kunderne
- Wrap-up: Kundeindsigt som strategisk vækstmotor
- Globalization and Industry Disruption
- Case: The Disrupted Transportation Company
- Board work in Times of Change – disruption and new standards

THE BOARD AND CORPORATE FINANCE I

- The Board and the Company's Capital Structure
- Case: Investment Decisions, Risk and Return in Pan-Europa
- Valuation and Pricing Mechanisms
- Case: Valuation and Selling the Company, ICC

THE BOARD AND CORPORATE GOVERNANCE IN MAJORITY OWNED BUSINESSES

- SMV – Facts and Corporate Governance Specifics
- Case: The Board, the Ownership, Management and the Strategy
- Arbejdsbetingelser og vilkår for bestyrelsesmedlemmer i SMV
- Case: Generation Change Issues in Design A/S
- Private Equity and Corporate Governance

CSR / SUSTAINABILITY & SMARTER BOARD DECISIONS & CORPORATE GOVERNANCE III

- Fra CSR til Sustainability
- Minicases; Meyers Køkken & Lego
- Case: Dansoft International
- Biases in Boardroom Decisionmaking
- Case: M&A decisions at Board Level, Yes or No
- Perspektivering – De-biasing decisions
- Erhvervsfonde og Corporate Governance

CAPITAL MARKETS

- Risk Management perspektivering
- Capital Markets
- Regulering af finansielle aktører og bestyrelsens ansvar
- Board Decisions on Financing
- Banking Relations
- Case: BB A/S

CORPORATE FINANCE II

- The Board and Risk Management
- Mini-case: Risk Management Considerations from A to M
- Incentives and Management Remuneration
- Case: Incentive Schemes and Issues at Danlevnedsmiddel
- M&A and Valuation from a Board Perspective
- Case: Mergers and Acquisitions in Spira Denmark and Spiro Sweden

INDUSTRY DYNAMICS, STRATEGY AND GLOBALIZATION

- Globalization and Value Drivers
- Case: Board Composition and Competences in Global perspective
- Strategy Tools and Processes
- Case: Strategy Seminar

EKSAMEN

5 bestyrelsesmøder om

- IT Technology A/S – Ejerskab, Strategi og M&A
- Strategi og Bestyrelsesarbejde i RenBizz A/S
- Bestyrelsens overvejelser om overtagelse af Sanistål A/S
- Corporate Governance og værdiskabelse, bestyrelse og direktion i Brøndbyernes IF Fodbold A/S
- God ledelse i Kvium Fonden



CBS Bestyrelsesuddannelserne

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