



*CBS Executive Bestyrelsesuddannelsen 2016: Energi og kompetence fylder lokalet blandt de 30 deltagere og et unikt undervisningsteam på 9 CBS-professorer, 24 erfarne bestyrelsesformænd og 17 toprådgivere, der faciliterer case diskussioner, formidler og perspektiverer erfaring fra bestyrelseslokalerne samt underviser på internationalt niveau.*

# BESTYRELSESUDDANNELSEN 2016-3

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360° perspektiv på bestyrelsens arbejdsfelt,  
kompetencer og ledelsesopgaver

**CBS** Bestyrelsesuddannelserne

EXECUTIVE

**EY** Building a better  
working world

KROMANN  
REUMERT



## DELTAGERE

### Navn

Anders Lassen  
 Bente Overgaard  
 Charlotte Wandorf  
 Elisabeth Milton  
 Esben Dissing-Immerkær  
 Frank Bill  
 Frank Bondorph  
 Hanne Berg  
 Helle Friberg  
 Helle Groth Christensen  
 Henrik Wulff  
 Irene Holmslykke  
 Jakob Bjerre  
 Jan Bartold  
 Jens Termansen

### Virksomhed

Koda  
 Flere virksomheder  
 Implement Consulting Group  
 Tivoli  
 Lykkemose A/S  
 Dansk Industri  
 Tidl. Nordea Finans  
 LEGO  
 LEGO Education  
 Pengeinstitutankenævnet  
 NIKKB.dk  
 Danske Bank  
 Dansk Kiropraktor Forening  
 CSC Danmark A/S  
 Arla Foods

### Titel

Adm. direktør  
 Bestyrelsesmedlem  
 Partner  
 CCO  
 Adm. Direktør  
 Forsvars- og sikkerhedspolitisk chef  
 CEO  
 Vice President  
 Head of Operations & Digital Platform  
 Specialkonsulent  
 Direktør, forskningsleder  
 Vicedirektør  
 Direktør  
 Solution Executive / CTO  
 VP - Corp. SC Development

**Navn**

Johnny Albertsen  
 Lene Dyrby Andersen  
 Lone Lorentzen  
 Lotte Eiskjær  
 Louise Krüger Kofoed  
 Mads Jensen  
 Michael Lund Jensen  
 Michael Stisen  
 Mikkel Pilemand  
 Morten Graugaard Døssing  
 Peter Gjørup  
 Tage Pedersen  
 Thomas Brenøe  
 Thomas Kaas Selsø  
 Tom Palving

**Virksomhed**

Rosborg Bellinge  
 DLG Food  
 Specsavers  
 Tidl. Field's Copenhagen  
 Hempel A/S  
 RETHNK  
 Shell Olie og Gas Udvinning DK  
 Arkil A/S  
 Tidl. Carlsberg Group  
 Novo A/S  
 TOP-TOY A/S  
 IT Center Nord  
 Finanstilsynet  
 NHH A/S  
 BRFkredit/Jyske Bank

**Titel**

Adm. Direktør  
 Marketings & Innovationschef  
 Marketingsdirektør  
 Direktør  
 Corporate Responsibility Manager  
 Bestyrelsesmedlem  
 CFO  
 Divisionsdirektør  
 Vice President Core Beer  
 Investment Director  
 Bestyrelsesmedlem  
 IT Chef  
 Vicedirektør  
 Bestyrelsesmedlem & CFO  
 Markedsdirektør



## UNDERVISNINGSTEAM

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### 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 Aagard Svendsen**, tidl. CEO Lauritzen – bl.a. Otto Mønsted A/S

**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)

**Hans Arnum**, bankdirektør, Nordea – bl.a. Nordea Liv og Pension

**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)

**Jens Peter Toft** – bl.a. Solar, M. Goldschmidt

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





**Jørgen Bardenfleth** – bl.a. Symbion (formand), Accelerace Management (formand), Dubex (formand)

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

**Jørn P. Jensen** – bl.a. Danske Bank, Komitéen for god Selskabsledelse

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

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

**Lars Ohnemus**, direktør, Center for Corporate Governance, CBS – bl.a. BPT (formand), Northern Horizon Capital (formand)

**Marianne Philip**, partner, Kromann Reumert – bl.a. Toms Gruppens Fond (formand), Komitéen for god Fondsledelse (formand), Codan

**Mette Vestergaard**, SVP Global People & Comm., LEO Pharma – bl.a. Axcel, DESMI, CBS

**Peter Højland** – bl.a. Siemens A/S (formand), Wonderful Copenhagen (formand), Hjerteforeningen

**Steen Hemmingsen**, Special Advisor, Lundbeckfonden

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

**Tom Jacobsgaard**, direktør, Bestyrelsesforeningen

**Vibeke Krag** – bl.a. Konkurrencerådet, EnergiMidt



## UNDERVISNINGSTEAM

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### PROFESSORER

**Caspar Rose**, professor, CBS  
**Flemming Poulfelt**, professor, CBS  
**Jesper Rangvid**, professor, CBS  
**Ken L. Bechmann**, professor, CBS  
**Majken Schultz**, professor, CBS  
**Mette Morsing**, professor, CBS  
**Steen Thomsen**, professor, CBS  
**Thomas Riise Johansen**, professor, CBS  
**Thomas Ritter**, professor, CBS



## UNDERVISNINGSTEAM

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### RÅDGIVERE TIL BESTYRELSER

**Anders Lavesen**, partner, Kromann Reumert

**Anders Stubbe Arndal**, partner, Kromann Reumert

**Henrik Lau**, partner, EY

**Jakob Bernhoft**, partner, Kromann Reumert

**Jacob Erhardi**, partner, EY

**Jacob Høeg Madsen**, partner, Kromann Reumert

**Jens-Christian Stougaard**, direktør, Pension Danmark

**Jens Lund Mosbek**, partner, Kromann Reumert

**Jens Steen Jensen**, partner, Kromann Reumert

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

**Mikkel Severin**, direktør, MindControl

**Ole Lund Hansen**, UN Global Compact

**Peter Gath**, partner, EY

**Peter Ketelsen**, partner, Kromann Reumert

**Søren Linding**, erhvervskommentator, Jyllandsposten

**Søren Kok Olsen**, partner, EY

**Torben Bender**, partner, EY



# PROGRAM

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16 dage i perioden  
31. oktober 2016 – 1. april 2017

## CORPORATE GOVERNANCE I

- Overview of the Corporate Governance Field
- Case: Ownership and Corporate Governance in Balin
- Case: Boardwork and checks and balances in Santex
- Case: Accepting a Board Position with the Department Store Group – Considerations?

## CORPORATE GOVERNANCE II

- Corporate Governance and Company Law
- Case: The Annual General Meeting at the publicly traded company vs. the privately owned corporation
- Case: Governance in an owner-managed company
- Managerial Liability
- Case: Board decisions on JV investment in Poland
- Case: Self-dealings
- International Corporate Governance
- Case: India Oil and its EMEA and Latin America Operations





## THE BOARD AND THE ANNUAL REPORT

- Accounting Regulation –Danish Financial Statement Act and IFRS/IAS
- The Board and the Annual Report
- Cases: Challenges and Dilemmas in preparing the Annual Report
- Understanding and Measuring Profitability – Ratio Analysis
- Case: Value Creation in Danish Corporations

## THE BOARD AND CORPORATE FINANCE I

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

## THE BOARD AND FINANCIAL MANAGEMENT

- Case: BoConcept – Value Creation and Valuation
- Identification of Key Value Drivers and Design of the Corporate Reporting Structure
- Case: Cash Flows, Profitability Ratios and Firm Value of Danish Corporations
- Cooperation – the Board and the External Auditor
- Case: Company D part I
- The Audit Committee
- Case: Company D part II

## VALUE CREATION, STRATEGY & BOARD LEADERSHIP

- The Board and the Strategy
- Case: Addressing Strategic Issues at the Conglomerate
- Evaluating the CEO
- Case: Evaluating and firing the CEO
- Succession Planning
- Case: Succession planning at the Biotech Company

## BOARD LEADERSHIP AND BOARD CULTURE

- Board Leadership and Board Culture
- Case: The Bank
- The Chairman, the Board and the CEO
- Board Evaluation
- Case: Board Evaluation in Five Boards

## THE BOARD, THE BUSINESS AND THE CUSTOMERS

- Customer Focus in the Board
- Case: The Board, the Business and the Customers
- Customer Insight as the Strategic Growth Engine
- Globalization and Industry Disruption
- Case: The disrupted Transportation Company
- Board work in times of change

## CORPORATE BRAND & BOARD LEADERSHIP

- Culture, Vision and Mission
- Case: Corporate Branding and Board Leadership at the Airline Company
- Board Leadership Styles
- Case: Strategy and Board Leadership in the High-Growth, High-Tech Company

## SHAREHOLDERS, STAKEHOLDERS AND THE PUBLIC

- Shareholders, Stakeholders and the Public
- Case: Stakeholder Conflicts in the Building Corporation
- The Public and the Press
- Case: Business Ethics and PR Crisis in Agro Nordic
- Biases in boardroom decision making
- Case: Wyser Corporation to acquire MobileTech – Yes or No?

## THE BOARD AND CORPORATE GOVERNANCE IN MAJORITY OWNED BUSINESSES

- Board Dynamics – Emotional Intelligence
- Case: Generation Change Issues at Design Inc.
- Corporate Governance III
- Private Equity and Corporate Governance

## DISRUPTION & CSR

- Digitization and Disruption – Role of boards in times of change
- Case: Digitization and Disruption – Time to Change the Purpose and Strategy
- From CSR to Sustainability
- Mini-cases: Meyers & Løgismose and LEGO
- UN Global Compact – Leading the way
- Case: Dansoft International

## CORPORATE FINANCE II

- The Board and Risk Management
- Case: Risk Management Considerations from A to M
- Incentives and Management Remuneration
- Case: Incentive Schemes and Issues at Danfoods
- M&A and Valuation from a Board Perspective
- Case: M&A of Spira Denmark and Spiro Sweden

## CAPITAL MARKETS

- Capital Markets
- Case: ABC Bank
- The Regulation of Financial Actors and the Board's Responsibility
- Board Decisions on Financing
- Case: The Leisure Company
- Banking Relations
- Case: BB A/S

## INDUSTRY DYNAMICS, STRATEGY AND GLOBALIZATION

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

## EXAMINATION

Five Board Meeting Scenarios about:

- Ownership, Strategy and M&A in GreenCorp
- Strategy and Board Work in ServiceVision
- The Boards Considerations in Fragmentation and Independent Listing of Nilfisk
- Corporate Governance and Value Creation in Brøndby
- Corporate Governance in the Kvium Foundation



## **CBS** Bestyrelsesuddannelserne

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