



*CBS Executive Bestyrelsesuddannelsen 2017: Energi og kompetence fylder lokalet blandt de 45 deltagere og et unikt undervisningsteam på 10 CBS-professorer, 25 erfarne bestyrelsesformænd og 20 toprådgivere, der faciliterer case diskussioner, formidler og perspektiverer erfaring fra bestyrelseslokalerne samt underviser på internationalt niveau.*

# BESTYRELSESUDDANNELSEN 2017-1

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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

Anne Zachariassen  
 Annelise Saugmann  
 Annemette Hylgaard  
 Axel Krämer  
 Birgitte Hagemann Snabe  
 Charlotte Madsen  
 Charlotte Møller  
 Dan Christensen  
 Dorthe Nøhr Pedersen  
 Flemming Horn Nielsen  
 Flemming Troelsen  
 Gunnar Klug  
 Hanne Haubert  
 Hanne Marthine Møller Jensen  
 Heidi Fris  
 Henrik Nyholm Voss  
 Iris Inara Jakobsen  
 Jakob Frederiksen  
 Jan Andersen  
 Jane Christensen  
 Janie Nørgaard

### Virksomhed

Dong Energy  
 Selvstændig  
 Hylgaard Aps  
 Flere selskaber  
 Young Global Pioneers  
 Biogen  
 PFA  
 Promoters  
 Trafikselskabet Movia  
 DONG Oil & Gas  
 Væksthus Hovedstadsregionen  
 Spar Nord Bank  
 Coop  
 Kammeradvokaten  
 Nykredit  
 Egmont  
 Meda  
 Fiberby  
 Halsnæs Forsyning A/S  
 Selvstændig  
 Freeagent

### Titel

Senior Director  
 Konsulent  
 Business psychologist  
 Bestyrelsesmedlem  
 Direktør og bestyrelsesmedlem  
 HR Country Lead  
 Direktør  
 COO  
 Adm. direktør  
 Senior Vice President  
 Konsulent  
 Underdirektør  
 HR-chef  
 Advokat  
 Centerdirektør  
 Corporate Vice President  
 Adm. direktør  
 Direktør  
 Direktør  
 Direktør  
 Founder



### Navn

Jeppe Rasmussen  
 Jesper Johanson  
 Karina Kirk  
 Kim Kronborg Christiansen  
 Lars Balsby  
 Lars Christian Dybkjær  
 Lene Hylling Axelsson  
 Lisbeth Røgind  
 Mads Vestergaard Olesen  
 Marianne Leth  
 Mette Suhr Stoffregen  
 Michael Grann  
 Morten Pitzner  
 Olaf Valentin Kjær  
 Pia Lange Christensen  
 Steen Skjold-Jørgensen  
 Søren Gais Kjeldsen  
 Søren Hovgaard  
 Søren Krøigaard  
 Søren Lydigm Kristensen  
 Søren Strøm  
 Thomas Thorsøe  
 Tim Normann  
 Trine Cart

### Virksomhed

Grønbech & Sønner A/S  
 In Commodities  
 Quartz  
 Tidl. Global Castings A/S  
 GLS-Denmark  
 Axel Pitzner Fonden  
 Novo Nordisk  
 CBS  
 Strømme Danmark A/S  
 Biogen  
 I/S REFA  
 Nordic Headhunting  
 Axel Pitzner Fonden  
 PA Consulting  
 TV MIDTVEST  
 Novozymes  
 Aalborg Kommune  
 NextPartners  
 Frederiksberg Forsyning A/S  
 Vestas Wind Systems  
 SimCorp  
 Flügger A/S  
 Danske Fragtmænd A/S  
 Mont Fort Advisory ApS

### Titel

Adm. direktør  
 CEO  
 Partner  
 Direktør  
 Director Sales and Marketing  
 Group CFO  
 Corporate Vice President  
 Campus Development Director  
 Adm. direktør  
 General Manager/Vice President  
 Direktør  
 Partner  
 Group CEO  
 Partner  
 Redaktionschef  
 Senior Director  
 Direktør  
 Founder  
 Adm. direktør  
 VP- Head of Comp., Reward & Mobility  
 Interim CFO  
 Koncern HR-direktør  
 COO Driftsdirektør  
 Partner



## 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

**Birgit Nørgaard** – bl.a. Bestyrelsesforeningen (formand), NCC (formand), NNE Pharmaplan

**Eivind Kolding** – bl.a. Skibskredit (formand), CASA (formand), NNIT

**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 Bager** – bl.a. AMBU (formand), Better Collective

**Jesper Møller** – bl.a. Brøndbyernes IF (formand), Industriens Fond

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

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

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

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



**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)

**Lisbeth Thyge Frandsen** – bl.a. bOBles (formand), CBS, NIRAS Gruppen, Industriens Fond

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

**Sanna Suvanto-Haarsae** – bl.a. Babysam (formand), Sunset Boulevard (formand), SAS, Paulig Group

**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)

**Thorkild K. Christensen**, tidligere CFO, Novo koncernen – bl.a. Danish Chinese Business Forum (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  
**Jan Damsgaard**, professor, CBS  
**Jesper Rangvid**, professor, CBS  
**Ken L. Bechmann**, professor, CBS  
**Majken Schultz**, professor, CBS  
**Mette Morsing**, professor, CBS  
**Steen Thomsen**, professor, CBS  
**Thomas Plenborg**, professor, CBS  
**Thomas Ritter**, professor, CBS



# UNDERVISNINGSTEAM

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## RÅDGIVERE TIL BESTYRELSER

- Anders Lavesen**, partner, Kromann Reumert  
**Andreas F. Brandt**, bestyrelsessekretær, Grundfos  
**Andreas Hallas**, partner, Kromann Reumert  
**Finn Rants**, partner, Boyden  
**Henrik Lau**, partner, EY  
**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  
**Kai Hammerich**, office managing director, Korn Ferry  
**Kristine Cholewa**, partner, Boyden  
**Mikkel Holm Sørensen**, direktør, /KL.7  
**Mikkel Severin**, direktør, MindControl  
**Ole Lund Hansen**, UN Global Compact  
**Peter Ketelsen**, partner, Kromann Reumert  
**Poul Jørgensen**, erhvervsdirektør, Nordea  
**Søren Linding**, erhvervscommentator, Jyllandsposten  
**Søren Kok Olsen**, partner, EY  
**Torben Bender**, partner, EY



# PROGRAM

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16 dage i perioden  
27. januar 2017 - 10. juni 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

## 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 AND 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 Six 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 – Disruption and New Standards

## CORPORATE BRAND AND 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 DYNAMIC AND CORPORATE GOVERNANCE III

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

## DISRUPTION AND 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: 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

Six Board Meeting Scenarios about:

- Ownership, Strategy and M&A in GreenCorp
- Strategy and Board Work in Saturn
- Corporate Governance and Value Creation in IC Group
- Value Creation, Ownership, Strategy and succession planning in Danfoss
- Corporate Governance in the Kvium Foundation
- The Boards Considerations in Fragmentation and Independent Listing of OW bunker



# **CBS** Bestyrelsesuddannelserne

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