



CBS Executive Bestyrelsesuddannelsen 2017: Energi og kompetence fylder lokalet blandt de 48 deltagere og et unikt undervisningsteam på 10 professorer, 26 erfarne bestyrelsesformænd og 22 toprådgivere, der faciliterer case diskussioner, formidler og perspektiverer erfaring fra bestyrelseslokalerne samt underviser på internationalt niveau.

BESTYRELSESUDDANNELSEN 2017-2

360° perspektiv på bestyrelsens arbejdsfelt,
kompetencer og ledelsesopgaver

CBS Bestyrelsesuddannelserne

EXECUTIVE

EY Building a better
working world

KROMANN
REUMERT



DELTAGERE

Navn

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 Bodil Nordestgaard Ismiris
 Britt Vernegren-Kærn
 Carsten Gram Andersen
 Charlotte Kirstein Bortolozzo
 Charlotte Strand
 Christian Sørbye Friis
 Christina Clausen
 Daniel Andersen
 Desirée Ballegaard
 Else Beth Trautner
 Esben Laulund
 Frederik Ejlers
 Hans Erik Kristoffersen
 Helle Olund Villumsen
 Jacob Strøyer Christophersen
 Jens Hærck
 Jens Otto Dalhøj
 Jens Skovgaard Nielsen
 Jens Tornager
 Jesper Kjærsgaard-Nielsen

Virksomhed

Carl Ras
 EWII
 Lederne
 Changes
 H. Lundbeck
 Kirstein Consulting
 Aarsleff
 CA
 Bitten and Mads Clausen Foundation
 DCC Energi
 Financial Confidence
 Flere virksomheder
 Chr. Hansen Laboratorie
 Gottliebpaludan
 Energinet.dk
 DBI Plastics
 H. Lundbeck
 Sønderjysk Forsikring
 Nature Energy
 Bostedet i Nyrup
 Klinten konference & hotel
 Nordania Leasing

Titel

Koncern Logistikchef
 Direktør
 Direktør
 Ejerleder & Bestyrelsesmedlem
 VP, Group Finance
 Partner
 Bestyrelsesmedlem
 Direktør
 Bestyrelsesmedlem
 Driftsdirektør
 Direktør
 Bestyrelsesmedlem
 Senior Vice President
 Partner
 Direktør strategi og komm.
 CTO
 VP, R&D Project Management
 Direktør
 Bestyrelsesformand
 Bestyrelsesformand
 Direktør
 Direktør



Navn

Kenneth Steengaard
 Kim Pedersen
 Klaus Frandsen
 Lars Mathiesen
 Lisbeth Dau
 Lisbeth Kirk
 Lise Gandrup Jørgensen
 Liselotte Hyveled
 Lotte Grønborg Lundberg
 Lotte Rosenberg
 Louise Hahn
 Marianne Simonsen
 Martin Brandt Friis
 Martin Løbel
 Michael Holk Wätjen
 Michael Stevns
 Morten Gransøe
 Morten Henneveld
 Morten Sundberg
 Niels Mosumgaard
 Ole Keilberg
 Peter Kahr Greve
 Pia Skov
 Susanne Neldeberg
 Thomas Fredenslund
 Thomas Hessellund

Virksomhed

Selvstændig
 Bunzl
 MHS Corporate Finance
 Yngre Læger
 Rosendahl Design Group
 EUobserver
 Dorte Mandrup
 Novo Nordisk
 Lotte G. Lundberg
 DONG Energy
 DONG Energy
 Finansiell Stabilitet
 Arla Foods
 Teracom
 Nine A/S
 Danmarks Jægerforbund
 EduLab
 Tidl. Zimmer & Biomet
 Forum A/S
 Koda
 A. Espersen
 4IMPROVE Consulting Group
 Boligforeningen AAB
 Eltel Networks
 Styrelse for IT & Læring
 Grundfos

Titel

Ejer
 Adm. direktør
 Partner
 Direktør
 CFO
 Founder
 Projektdirektør
 Project Vice President
 Bestyrelsesmedlem
 Senior Director
 Privatkundedirektør / SVP
 Vicedirektør
 HR-direktør & Trade
 Adm. direktør
 Divisionsdirektør
 Direktør
 Bestyrelsesformand
 Vice President
 CEO
 Bestyrelsesformand
 CFO
 Partner
 Vicedirektør
 CFO
 Direktør
 Direktør



UNDERVISNINGSTEAM

ERFARING FRA BESTYRELSESLOKALERNE

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

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

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Dagbladet Information (formand), Travelmarket (formand)

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Peter Højland – bl.a. Siemens Danmark (formand), Wonderful Copenhagen (formand),
Copenhagen Capacity (formand)

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Legat (formand)

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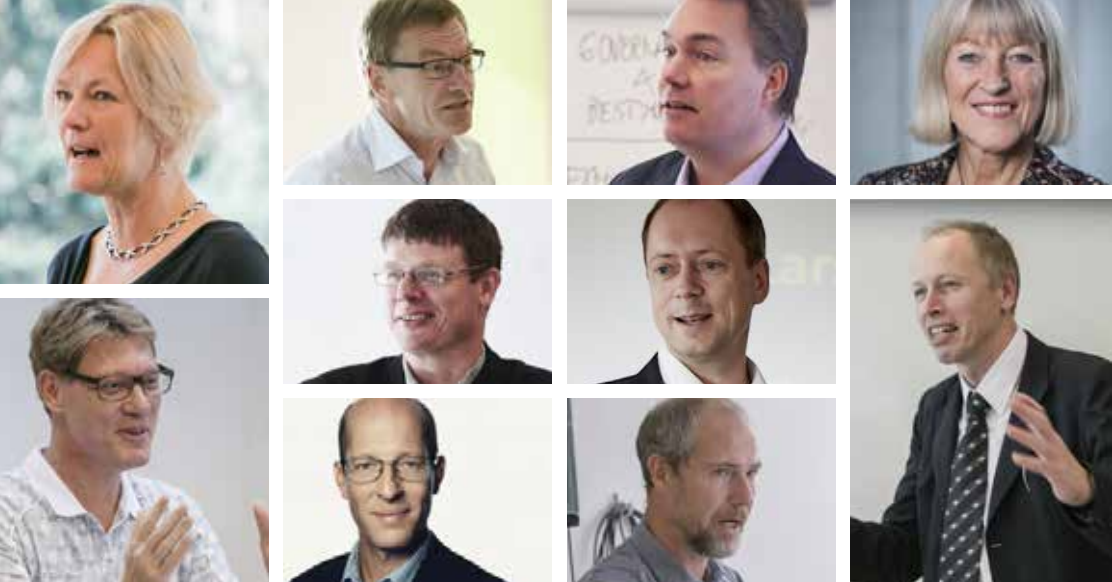
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Tom Jacobsgaard, direktør, Bestyrelsesforeningen

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Nykredit Alpha (formand)

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UNDERVISNINGSTEAM

PROFESSORER

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Steen Thomsen, professor, CBS
Thomas Plenborg, professor, CBS
Thomas Ritter, professor, CBS



UNDERVISNINGSTEAM

RÅDGIVERE TIL BESTYRELSER

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Søren Linding, erhvervsredaktør, JP Finans
Søren Kok Olsen, partner, EY
Thomas Busk, direktør, 1508
Thomas Johansen, CFO, Netcompany



PROGRAM

16 dage i perioden
8. september 2017 - 20. januar 2018

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
- International Corporate Governance
- Case: India Oil

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 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

VALUE CREATION, STRATEGY & INDUSTRY DISRUPTION

- The Board and the Strategy
- Case: Addressing Strategic Issues at the Conglomerate
- Globalization and Industry Disruption
- Case: The Disrupted Transportation Company
- Board work in times of change – Disruption and New Standards

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

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 DYNAMIC & DISRUPTION

- Board Dynamics – Emotional Intelligence
- Case: Generation Change Issues at Design Inc.
- Digitization and Disruption – Role of Boards in Times of Change
- Case: Digitization and Disruption – Time to Change the Purpose and Strategy

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: Wyster Corporation to acquire MobileTech – Yes or No?

THE BOARD, THE CUSTOMERS AND CORPORATE GOVERNANCE III

- Customer Focus in the Board
- Case: The Board, the Business and the Customers
- Customer Insight as the Strategic Growth Engine
- Nordic and International Corporate Governance
- Case: Shareholder Activism
- Private Equity and Corporate Governance
- Case: Scandinavian Food

BOARD LEADERSHIP, SUCCESSION & CSR

- Evaluating the CEO
- Case: Evaluating and firing the CEO
- Succession Planning
- Case: Succession planning at the Biotech Company
- From CSR to Sustainability
- UN Global Compact – From compliance to business development and value creation
- Case: Dansoft International

CORPORATE FINANCE II

- The Board and Risk Management
- Case: Risk Management Considerations from A to M
- Incentives and Management Remuneration
- 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 CYBER RISKS

- Strategy and Value Drivers
- Case: Strategy and Value Creation in a Media Company
- Strategy Tools and Processes
- Cyber Risks and Security

EXAMINATION

Six Board Meeting Scenarios about:

- Strategy and Board Work
- Corporate Governance and Value Creation in a Small Company
- Corporate Governance in a Foundation
- The Boards Considerations on Selling the Company
- The Boards Considerations in Fragmentation and Independent Listing
- Ownership, Strategy and M&A



CBS Bestyrelsesuddannelserne

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