Copenhagen
Business School
HANDELSHØJSKOLEN

CBS MBA Electives 2009

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Each year, the CBS Full time MBA runs elective courses from April to July. Each elective comprises a week of lectures with CBS faculty and visiting faculty as well as guest speakers from Danish business life. The electives are meant to give the participants an opportunity to develop an in-depth understanding of a specific management topic.

We now offer the CBS MBA alumni the chance to participate in these electives. Each elective ends with an examination which is optional to the MBA alumni. However, if you would like to receive a certificate of completion, you will be required to pass the exam. In 2009, you may choose to attend these electives:

Business Development

Consequences of the Economic Crisis

Corporate Governance

Corporate Social Responsibility

Design Management

International Business

International Negotiations

Managing Innovation

Mergers & Acquisitions

- Get a boost of new knowledge in an international MBA classroom
- Get an update on selected hot topics
- Learn from world class faculty from CBS and abroad with expert knowledge in the specific fields
- Connect with members of the CBS MBA alumni community

Corporate Governance

Date: 14-17 April 2009 (9:00-12:15,
Tuesday and Thursday 9:00-14:30)

Corporate Governance can be defined as the "operating system" for company managers. As governance differs from company to company and from country to country, international managers need a professional understanding of these differences. The course introduces participants to the mechanisms of governance in different systems comparing US-UK, East Asia, Continental Europe and Scandinavia. Participants learn the costs and benefits of alternative governance mechanisms – law, ownership, boards, incentives etc. - and how they can be applied in individual companies.

Globally, corporate governance has undergone rapid change as a consequence of financial scandals, internationalization of capital markets and business trends such takeover pressures, investor activism, stock options, the spread of shareholder value thinking, privatization, increased board activism, and private equity. The course covers the theory and mechanisms of governance and comparative systems of governance.

Learning Objectives

- Learn how to identify and analyze corporate governance (agency) problems.
- Learn to analyze how the corporate governance of a particular company is likely to influence its economic performance.
- Learn to appreciate how the governance, behavior and performance of individual companies are shaped by the governance system, in which they operate.

Evaluation Format

The exam is 24 hour case analysis taking place Friday-Saturday of the course week.
The deadline is 18 April 2009.

Faculty:
Professor Steen Thomsen, PhD

Steen Thomsen is director of the Center for Corporate Governance at Copenhagen Business School (CBS). He specializes in corporate governance as a teacher, researcher, consultant, commentator and practitioner. His main publications include more than 20 international journal articles and 3 books on the subject. He has served as a board member in several business companies and is currently a non-executive chairman of 2 consulting firms. He writes columns for the leading Danish business newspaper, Børsen. He has served as a consultant and lecturer to several large companies and government organizations, including the EU, the UN, Copenhagen Stock Exchange and the Danish central bank. He is a contributor to the Danish corporate governance codes on listed companies and SMEs (small and medium-sized companies). Thomsen holds a PhD degree from Copenhagen Business School and Master of Science in Economics from the University of Copenhagen.

Managing Innovation

Date: 21-24 April 2009 (9:00-12:15,
Tuesday and Wednesday 9:00-14:30)

"How you innovate, equals what you innovate" is the pay-off at the very heart of this course. Approximately only half of launched new product and service innovations are successful. Thus, the premise of this course is to use a management control perspective to innovation. Hereby, each participant will be equipped to discuss ways to increase performance of innovation. Management control is comprised by a number of key elements: strategy, organization, management processes, decision-making, measurements and rewards, plus user and supplier involvement.

Learning Objectives

Two issues are recurring themes. First, within a contingency perspective, manageability of incremental vs. radical/breakthrough product innovation is discussed. For instance, the question arises whether both types can be managed with the same type of management process. Second, the course challenges the workings of the various management control elements within the organization. In other words, the premise is to question implementation and challenge the difference between systems and their practice.

Evaluation Format

The exam is an individual report.
The deadline is April 27, 2009.

Faculty:
Ass. Prof. Claus Varnes PhD

Claus Varnes is Assistant Professor at the Department of Operations Management at CBS. Prior to that, Varnes was senior manager at a Danish venture company focusing on the SME segment. Varnes was also CEO of a Danish design company. He also worked as consultant with the Danish Design Management Institute advising companies on strategic design management. His research interests include innovation (products and business models), innovation processes (ie gate systems), decision-making and sociology, performance management, project management, marketing and user involvement as well as Strategy and portfolio management.

International Business

Date: 27 April – 1 May 2009 (9:00-12:15,
Wednesday 12:15-16:15)

Today, business is inherently international. This course is focused on the management of the international business environment and on internationalization strategies. By concentrating on the main themes of international business, the course aims to familiarize course participants with the various approaches and techniques in analyzing a foreign environment and learn about the strategic consequences. The objective is to provide an understanding of the complex relationships between different aspects of society, which have tremendous implications for businesses. Inevitably, this course takes a cross-disciplinary approach. The course offers sets of tools and concepts for one to understand and analyze aspects of the international business environment. We will thus highlight specific challenges associated with managing multinational corporations in various economies and their business environments.

Learning Objectives

- Describe and classify different analytical frameworks and theories in relation to understanding the internationalization of business in different environments
- Compare and combine these theories and frameworks to offer a holistic understanding of specific markets
- Use them for analysis of concrete international business challenges in specific markets
- Relate the analysis to the specific economic, social, cultural and political circumstances of specific markets and draw strategic lessons for the international organization

Evaluation Format

The exam is an individual report. The deadline is 4 May 2009.

Faculty: Associate Professor Can-Seng Ooi, PhD

Can Seng Ooi is Associate Professor at the Department of International Economics and Management. He teaches in the Executive MBA, Executive Certificate as well as the Full time MBA at CBS. Furthermore, Ooi is affiliated with Centre for Creative Industries and Asia Research Centre. Ooi's research interests include Place branding, the Experience Economy, the Business of Art and Culture, tourism, Intercultural Communication and Comparative Singaporean and Danish society and economy. Ooi holds a PhD degree from CBS, MSocSc in Sociology from the National University of Singapore.

Mergers & Acquisitions

Date: 4-8 May 2009 (9:00-12.15)

Making decisions concerning mergers and acquisitions is both a science and an art. In consolidating two separate companies, issues of strategy, valuation, corporate culture and many more must come together.

The course will take participants through the entire Merger & Acquisition process. From identifying target companies to post-merger integration, participants will be introduced to the latest frameworks and tools to ensure successful M&A transactions, but also learn how to avoid the common pitfalls of M&A. The course will have an integrated and multidisciplinary approach to M&A. Holistically, the course will combine strategic, economic, financial, legal, technical and organizational approaches to M&A. The course aims to equip participants with knowledge to understand mergers and acquisitions at the strategic, tactical and operational level: What needs to be done and how to put it into practice. Specifically, it aims to integrate the management of strategic, financial and leadership aspects in support of value-creating mergers and acquisitions.

Learning Objectives

The course aims to equip participants with knowledge to understand mergers and acquisitions at the strategic, tactical and operational level: What needs to be done and how to put it into practice. Specifically, it aims to integrate the management of strategic, financial and leadership aspects in support of value-creating mergers and acquisitions.

Evaluation Format

The exam is a written case analysis. The case will be handed out on the last day of the course.
The deadline is May 11, 2009.

Faculty:
Ass. Prof. Caspar Rose, PhD

Caspar Rose holds a background in finance (Ph.D. and M.Sc) as well as in law (M.LL.). He has published extensively in national and international journals. Caspar Rose has studied in both Germany (Hamburg) as well as in the US (Berkeley). He served as associate professor at CBS before he joined Dansk Industri (Confederation of Danish Industries) as special advisor, where he became external associate professor. He has extensive teaching as well as consultant experience. In December 2007 he joined Danske Bank as chief analyst within Operational Risk and Corporate Governance.

Business Development

Date: 25-29 May 2009 (9:00-12:15)

This course is designed for those who are interested in starting their own companies. The purpose is to explore the start-up process of companies from a planning approach. The focus will be on understanding business concepts like business models, entrepreneurial strategies, entrepreneurial marketing and entrepreneurial financing and use them to develop a business idea into a business plan. The emphasis is on the practice of entrepreneurship and entrepreneurial strategies. The objective is that students will be able to know the most importance steps in the start-up process. 3-4 guest speakers will be introduced during the week.

Learning Objectives

- Understand and describe theories related to entrepreneurship, business models, entrepreneurial strategies and business plans.
- Understand and apply models that are designed to facilitate business development and frameworks for business planning.
- Use the tools and techniques for crafting a business plan that tells the story of the venture and emphasizes the potential value.
- Defend their business idea in verbal and written communication, as well as make a convincing pitch of it.

Evaluation Format

The exam is an individual business plan.
The deadline is June 2, 2009.

Faculty: Ass. Prof.
Eythor Ivar Jonsson DBA

Eythor Ivar Jonsson is responsible for the entrepreneurship courses in the Full time MBA Program. His first book about entrepreneurship was published in 1998 and he has written more than seven hundred articles about business and economics for specialists. He has over ten years experience in consulting and has been involved in several start-ups. Eythor holds a Doctor in Business Administration (DBA) degree from Henley Management College, a Cand. Oecon degree, specializing in finance and marketing, MSc degree in international business, Adip C-degree in management consulting. His field of research are: start ups and growth firms, opportunity recognition, the role of boards, internationalization and transformational strategy.

Design Management

Date: 2 – 5 June 2009 (9:00-12:15, Wednesday 9:00-16:15)

Design is increasingly considered to be a key source of competitive advantage in global competition. A design attitude and mindset is also a crucial skill for managers who want to lead an innovative organization. The course aims at providing models, methods and guidelines about how to leverage on design for creating innovation, brand value and competitive advantage. In particular first it deals with developing a design strategy: what are the different innovation strategies based on design (user-centered design and design driven innovation), how to choose them and how to create a balanced innovation portfolio. Second it deals with the implementation of the design strategy: how to manage research processes on trends in socio-cultural models, how to understand the symbolic and emotional dimension of products, how to identify, attract and nurture designers and creative communities, how to develop new design visions and concepts, how to leverage on creative communities to communicate these visions and concepts. The course is based on lectures, teamwork, case discussions and guest speakers.

Learning Objectives

- Identify and define the innovative content of the design of products and services
- Strengthen the capability to understand how people give meanings to current products and how they could give meaning to radical innovations
- Define an innovation strategy of a firm that embraces incremental and radical innovation of both technologies and emotional/symbolic meanings
- Build, nurture and manage the network of external and internal creative talent that contribute to the innovation of product design
- Build firm long term capabilities that can allow to integrate technologies and design for innovation, in terms of organizational structures, processes, core competences, knowledge bases

Evaluation Format

The exam is an individual report. The deadline is 8 June 2009.

Faculty: Professor Roberto Verganti, PhD

Roberto Verganti is a full Professor of Management of Innovation at Politecnico di Milano, Italy where he teaches at the School of Management, at the School of Design, and in the Doctoral Program in Management. Verganti is also a visiting scholar at the Harvard Business School, Technology and Operations Management unit. Furthermore, Verganti is the Director of MaDe In Lab, the laboratory for advanced education on Marketing, Design and Innovation of MIP-Politecnico di Milano and Scientific Co-Director of the Master Degree in Strategic Design of Politecnico di Milano. Verganti is Professor of Design Management at the Copenhagen Business School and holds numerous other academic and professional positions in other institutions.

Verganti is an active educator for executives. Within the MaDe In Lab, the laboratory for advanced education on MArketing, DEsign and INnovation of the MIP-School of Management of Politecnico di Milano, he develops new content, methodologies and teaching approaches. He has given workshops and courses to executives of firms such as Ferrari, Volvo Group, Ducati, Ferretti Group, Barilla, Kraft, Unilever, Ranks Hovis McDougall, Intuit, Xerox, Kodak, Samsung, Ericsson, B-Ticino, Telia.

International Negotiation

Date: 8-12 June 2009 (9:00-12:15,
Tuesday 9-14:30, no class Wednesday)

Negotiation is the art and science of securing agreements between two or more parties who are interdependent and who are seeking to maximize their outcomes. Negotiating across cultures adds significant complexity to the process of negotiation. Not every culture negotiates from the same perspective. The purpose of International Negotiation is to help you understand the theory and processes of negotiation in a global setting. It will cover the basic negotiation concepts and move to investigate issues that can be particularly troublesome in the global setting. IN is designed to complement the technical and diagnostic skills learned in other courses at CBS. While a manager needs analytical skills to discover optimal solutions to problems, a broad array of negotiation skills is needed to get these solutions accepted and implemented in the global business environment.

Learning Objectives

- Identify, analyze, and plan for distributive, integrative, and group negotiation structures in ways that display an awareness of cultural, organizational, and interpersonal differences
- Understand key concepts germane to the process and outcomes of negotiation in an intellectually sophisticated manner. These concepts include: bargaining zones, BATNA, reservation and target, tradeoffs and concessions, joint gains, and cultural differences. These concepts are the building blocks of negotiation strategy and will become integral to planning for negotiations, negotiating, and evaluating the negotiation process.
- To develop confidence in your skills to negotiate beneficial transactions and resolve disputes.
- To improve your analytical abilities for understanding the behaviour of individuals, groups, and organizations in competitive and collaborative situations.
- Demonstrate the ability to research and write intelligently about major issues, questions, and problems in the ongoing study of negotiations.

Evaluation Format

A 24-hour exam. The exam question will be handed out on the last day of class. The deadline is June 13, 2009.

Faculty:
Professor Trexler Proffitt

Trexler Proffitt is Assistant Professor at the Department of Business Organizations and Society in Franklin & Marshall College, Lancaster Pennsylvania, USA. Proffitt has also taught at the *A. Gary Anderson Graduate School of Management, University of California, Riverside CA*, McCormick School of Engineering and the Kellogg Graduate School of Management, Northwestern University, Evanston IL. , USA. Proffitt holds a PhD degree and Master of Science degree in Organizational Behavior from the Northwestern University and a bachelor degree in History from Yale University.

Consequences of the Economic Crisis

Date: 15-19 June (9:00 – 12:15)

This course analyzes the background for the financial crisis, including the bursting of the housing bubble in the US (and elsewhere), the subprime crisis, and the high gearing in banks, hedge funds, and other businesses. It outlines the bailout and economic stimulus packages with particular focus on the US, the Euro area, China, and Japan. Against this background we analyze a number of important forward looking business issues: What is the outlook for the global economy – how long will it take before the recovery sets in – which indicators should we look out for in order to be ahead of the curve? What is the outlook for financial investments including stock markets in particular? Is investing in real estate a dead herring – or are there segments and markets that start to look attractive? What about the likely destiny of financial capital funds including hedge funds – will these players be important in the future business landscape?
Guest speakers with expertise in stock and real estate markets will join the course.

Learning Objectives

- Understand the global financial crisis
- Get insight into the global stimulus packages and bailouts including the effects on markets and economies
- Broader implications of the crisis on the business environment (regulatory framework, executive compensation, government ownership of banks, protectionism)
- Outlook for the global economy: When will the recovery set in and how can we make use of leading indicators
- Outlook for stock and real estate markets

Evaluation Format

The evaluation of the course is a written, sit-in assignment of 2-3 hours duration. The exam will take place in the afternoon on Friday June 19 of the course week.

Faculty:
Professor Ole Risager, PhD
Ole Risager is Professor in international economics, INT/CBS. He has extensive experience outside academia including positions at the International Monetary Fund, Washington DC and AP Moller – Maersk, Copenhagen. He is Chairman for Core German Residential II, a real estate investment fund, and Executive Board Member of LD Invest, a mutual fund. He is also a member of APM-Terminals' Executive Risk Steering Committee, Haag.

Corporate Social Responsibility

Date: 29 June – 3 July 2009 (9:00-12:15)

One of the most prominent challenges for contemporary organizations is how to handle the quest for corporate social responsibility. Increasingly, managers are faced with new demands to engage in corporate social initiatives, and, increasingly, managers state that CSR is vital for the corporate bottom line. The ability to define, mobilize and engage in CSR activities that serve stakeholder expectations as well as the corporation itself, is a new challenge for leadership. "CSR" is a highly contested concept with as many proponents as critical voices. This course will highlight the mainstream concepts and challenges from a corporate perspective while it emphasizes the strategic challenges of CSR.

During the course it will be discussed how our understanding of CSR has changed over time including how CSR changes depending on cultural, social and political heritage. This course will cover areas of high relevance for CSR such as corporate communication, supply chain management, and international standards for non-financial reporting.

Learning Objectives

- Provide an overview of key issues within management of CSR and related areas
- Create awareness and understanding of the impact of CSR on stakeholder relations Analyze strengths and weaknesses of current trends in CSR
- Increase the capability to perform managerial tasks with a CSR perspective

Evaluation Format

The exam is an individual report. The deadline is 6 July, 2009.

Faculty:
Professor Peter Neergaard, PhD and Kai Hockerts, PhD

Peter Neergaard is Professor at the CBS Center for Corporate Social Responsibility where his research focus is corporate citizenship, corporate sustainability, corporate social performance, social rating, the inclusive labour market, partnerships companies and NGOs, responsible supply chain management, codes of conduct, business and climate change as well as CSR and competitive advantage. He is the Danish partner in RESPONSE an EU funded project on CSR. He holds a PhD from CBS.

Kai Hockerts holds a Ph.D. in Management from the University St. Gallen (CH) and a Diploma in Business Administration from the University of Bayreuth (D). Kai's business experience includes two years (1997-1998) as a management consultant for Life Cycle Assessments and Eco-Design at Ecobilan S.A., Paris (F). He was a research assistant at the New Economics Foundation, London (1995), at Dow Chemical Europe, Zürich-Horgen (1995), and at the Wuppertal Institute für Klima, Umwelt und Energie (1994).

Fees & Registration

Cost

The fee for each elective is 7500 DKK. This is a special offer to the MBA Alumni from Copenhagen Business School. The price includes the articles and cases used in the course but not the books.

Registration

To register for the electives, fax the completed registration form to +45 3815 3015 or email: mr.mba@cbs.dk. You will receive further course details three weeks prior to the start of the course. Participation is based on availability.

Registration Deadlines

Overview 2009 Electives	Course Starts	Deadline to Register
Corporate Governance	14 April 2009	31 March 2009
Managing Innovation	21 April 2009	07 April 2009
International Business	27 April 2009	31 March 2009
Mergers & Acquisitions	04 May 2009	20 April 2009
Business Development	25 May 2009	11 May 2009
Design Management	02 June 2009	19 May 2009
International Negotiations	08 June 2009	25 May 2009
Consequences of the Economic Crisis	15 June 2009	02 June 2009
Corporate Social Responsibility	29 June 2009	15 June 2009

Certificate

The exams are optional for the MBA alumni. However, if you would like to receive a certificate of completion, you will be required to pass the exam.

Contact

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Cancellation

Cancellations will be accepted at a charge of 1875 DKK if written notification is received any time up to one week prior to the start of each elective. Cancellations made after that date are subject to the full cost of each elective.

Registration Form
CBS Full time MBA Electives 2009

First Name ____________________ Last Name ____________________

Year of MBA Graduation from CBS ____________________

Job Title ____________________

Company ____________________

☐ Work Address ☐ Home Address

Street ____________________

City ____________________ Postal Code ____________________

Country ____________________

Day Telephone ____________________

Email Address ____________________

Please indicate which elective(s) you would like to attend by marking with an '**X**'. Add an '**E**' if you wish to take the exam.

2009 Full time MBA Electives

- ☐ Corporate Governance
- ☐ Managing Innovation
- ☐ International Business
- ☐ Mergers & Acquisitions
- ☐ Business Development
- ☐ Design Management
- ☐ International Negotiations
- ☐ Consequences of the Economic Crisis
- ☐ Corporate Social Responsibility

Payment: The cost of each elective is 7500 DKK which is a special offer for CBS MBA alumni. An invoice will be sent to you on receipt of your registration form.

Copenhagen Business School
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EFMD EQUIS ACCREDITED

CEMS

PIM Partnership in International Management

Accredited by Association of MBAs