



**Copenhagen
Business School**
HANDELSHØJSKOLEN



Flexible Executive MBA

A CBS EXECUTIVE PROGRAM

Copenhagen Business School

Copenhagen Business School (CBS) was founded in 1917 to meet the business sector's demand for highly qualified people, and today it is the leading business school in Northern Europe. CBS offers a comprehensive range of programs in business, economics and modern languages for international business communication on bachelor's, masters and PhD level.

International Quality Marks

Internationally-oriented, CBS maintains close partnerships with the business community and has exchange agreements with over 300 universities and business schools worldwide. In addition to the European Quality Improvement System (EQUIS) and Association of MBAs (AMBA) accreditations, CBS is the Danish member of the Community of European

Management Schools (CEMS); which only accepts one university from each European country as members. Furthermore, CBS is also a member of the Partnership in International Management (PIM), a corresponding international consortium of prestigious business schools.

CBS Executive

CBS Executive is the division at CBS that caters to lifelong learning and leadership development for executives and professionals. In addition to the Full-time MBA, Executive MBA and Flexible Executive MBA, we also offer a wide range of specialized master's programs such as MBAs in Shipping and Logistics (MBS), Technology, Market and Organization (MBA TMO), Masters in Health Management (MHM), Management Development (MMD), Public Administration (MPA) and Doctor of Business Administration (DBA).

“Deciding to go for an Executive MBA at CBS in the modular form – either for one module or more – gives you a clear idea of what it is like to study while pursuing a professional career at the same time. The two go hand in hand, as the courses will provide value to your career – a value that immediately gives you improved performance.”

***Mogens Bjerre, Associate Dean
Executive MBA***



Flexible Executive MBA

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Do your MBA differently

Start with a Certificate in Business Administration

The CBS Flexible Executive MBA is delivered in modules organized into four terms.

Each term has a targeted approach dealing with a focused theme while giving you a general management perspective. You will receive a certificate when you have successfully completed each of the first two terms. On completion of the third and fourth terms you are awarded the title MBA.

Class attendance only twice a month

allows you to conveniently combine the study with your lifestyle at work and at home. Classes are held usually from Friday morning until Saturday afternoon.

International Exposure Terms 1 and 2 include study tours taking you to vibrant economies outside Europe to provide you with insights into the latest trends in business and management practices.

The flexibility of the program allows you to take a gap year between each term in accordance with commitments at work and home.

Term 1 - Leadership and Business Essentials

This term covers the management fundamentals in marketing, operations, financial statement analysis and human resources. The leadership and team dynamics component aims to enhance your capacity as a creative problem-solver, effective manager and skilled decision-maker. The lectures, workshops and seminars aim to expand your awareness of your own leadership style, how it affects the people around you and how you can lead more effectively.

Term 2 - Business Development and Innovation

The term focuses on developing your skills and knowledge in responding to changing business conditions and driving growth in the organization. You will start by finding an identified business opportunity or project at your company or developing your own business plan. This module covers courses in managing the global marketplace, corporate finance and innovation, and you will also learn about expansion into emerging markets and globalization.



“The CBS Flexible Executive MBA has been a rewarding and unique experience. The topics covered in class have been relevant to my work situation from day one. It is inspiring to be in class with experienced faculty as well as talented fellow participants who come from all lines of industry. Classes taking place every 2 weeks, and not every week, has been important to me. Thus I have been able to manage the workload coming from my job and the MBA while spending time with my family.”

Lars Paredes

Partner, Capacent A/S

Participant, Flexible Executive MBA

(Educational Background: Economics & Business Administration)

Term 3 - Performance Management and Strategic Perspectives

This part of the program enhances your knowledge of various types of management control and the effects they have on organizational decision-making. You are also exposed to the important theories and practices of strategic management and how they can be applied to improve business performance.

Term 4 - Integrated Strategy Project

The Integrated Strategy Project is the 'jewel in the crown' - the final test! This is the time when you will bring all aspects of your company together with what you have learned on the program to test and develop your general management skills. The strategy project is divided into five project stages. These are Initial Analysis, Industry Analysis, Company Analysis, Strategic Issues and Implementation. Introduction sessions are held at the beginning of each stage. During the process you get the opportunity to consult a strategy advisor with whom you can discuss ideas and complex issues. A member of the CBS faculty is also available for you to discuss relevant theories and models for your analysis. You will also be part of a study and support group consisting of four or five class peers.



“Participating in the Flexible Executive MBA program has been an outstanding opportunity for me to develop my leadership skills and to broaden my professional perspective. Especially the course in leadership and team dynamics has given me valuable tools to use in my work as a lawyer, both internally in the firm and externally when advising clients. The flexible format with classes every second week has made it possible for me to combine a demanding job and family life with studying.”

Claudia S. Mathiasen
Attorney-at-Law, Frølund Winsløw Law Firm
Participant, Flexible Executive MBA
(Educational Background: Law)

Program Overview

Flexible Executive MBA

The CBS Flexible Executive MBA has been designed to enable participants to gain general management knowledge and to increase their capacity to lead in their organizations. While research-based, the content is grounded in today's pressing business issues. The classroom experience and teamwork with fellow participants enable you to step back and reflect on issues in your workplace. When you are at work, you relate your educational experience to ongoing business challenges and opportunities. Participants will learn to assess challenges and find solutions in a broader perspective.

Compact & Flexible Delivery Format

Starting in September, classes normally take place twice a month in Copenhagen. Apart from the study tours, a typical Flexible Executive MBA residential session will be scheduled as follows:

Friday: 9.00 – 18.00
Saturday: 9.00 – 13.15

The compact delivery format is meant to minimize the impact on work schedule as well as your personal and family life. The flexibility of the structure allows you to take a gap year between the terms in accordance with commitments in your work and personal life. Participants get the opportunity to interact with classmates during lunch on Fridays and coffee breaks.

Road Map to an Executive MBA

You may choose to take part only in the certificate level. However, if the Executive Certificates have whetted your appetite for executive education, you may consider taking the third and fourth terms of the CBS Flexible Executive MBA (Performance and Strategy and Integrated Strategy Project). The chart below outlines the structure of the program.

Term 1 Leadership & Business Essentials	Term 2 Business Development & Innovation
<ul style="list-style-type: none"> • 3-day Introduction Seminar • Leadership & Team Dynamics • International Supply Chain & Operations Management • International Marketing • Study Tour: California • International Financial Statement Analysis • International Human Resource Management 	<ul style="list-style-type: none"> • Management of Innovation & Business Development • Business Plan Process • Corporate Finance • Globalization, Emerging Markets & Macroeconomics • Macroeconomics • Study Tour: China
September	August
May	January

International Exposure

Each of the first two terms consists of an international study tour lasting approximately one week. You will have the opportunity to immerse yourself in a different culture and attend lectures by leading faculty from our partner schools as well as interact with local business leaders and government officials. Expanding your knowledge on operating and competing in global markets, you will gain hands-on understanding of how business functions in a different economic, political and cultural environment.

Buildings and Facilities

All lectures and events take place in the Dalgas Have building, which has won an award for its beautiful and outstanding architecture. There is ample free parking near the building and from the Lindevang Metro station, conveniently located next to the campus, it takes only 8 minutes to get to the city centre. The lecture rooms are equipped with modern media and teaching aids

and designed to facilitate dialogue between students and with the lecturer.

Lecture Days and Practical Support

To make the most of the time you are together with your class peers lunch is provided on Friday and an assortment of refreshments and snacks for the breaks.

A class manager is also available if you have any practical needs or questions during the program. All this is done in order to create an environment where you can concentrate on learning.

Certificate Awards

When you have successfully completed term 1, Leadership and Business Essentials, and term 2, Business Development and Innovation, you are awarded a certificate for each. These certificates serve as a source of encouragement as well as reminder during the subsequent terms or while taking a break from the program.

Term 3 Performance and Strategy		Term 4 Integrated Strategy Project	
<ul style="list-style-type: none">• International Performance Management• Strategic Management		<ul style="list-style-type: none">• 3-day Introduction Seminar• Industry Analysis• Company Analysis• Strategic Issues• Implementation Plan• Final Exam	
February	March	April	November

Term 1

Leadership & Business Essentials

Course Descriptions

■ Introduction Seminar

The introduction seminar is a three-day residential session, which opens up eight months of accelerated individual and professional growth. The seminar will focus on building a strong personal and professional network among the participants and provide an initial understanding and exploration of key leadership skills and an introduction to the marketing course.

■ International Marketing

The course discusses the functions and responsibilities of general managers in the formulation and implementation of corporate marketing strategies in a global environment. You will find yourself in a managerial role, setting the overall strategy regarding relationships with national and international markets. Using a variety of tools we will develop a coherent marketing analysis that enables you to better understand a company's current competitive position, as well as how that position may be enhanced, and what policies must be introduced through the company to attain desired results in the marketplace.

■ International Supply Chain and Operations Management

This course provides you with an understanding of the general concepts of operations management and explores the interface between business functions and information systems. It will also provide insights into how supply chain management (SCM) interacts with all aspects of the company and, subsequently, why effective SCM is essential for the overall fitness of the company. You will look at the ways and means to place your company towards being customer focused and demand driven. You will learn how demand driven supply chain contributes to increases in shareholder value.

■ International Human Resource Management

The objective of this course is to provide a better understanding of the key components and concepts of strategic human resource management. The discussions will centre on issues, challenges, trends and developments within European organizations as well as the



“The CBS Flexible Executive MBA Program is both a curse and a blessing. On the one hand one sees beautiful weekends vanish under a workload of assignments and readings.

On the other hand one constantly learns new tools and mindsets that immediately can be brought into the daily work as a leader. The Executive MBA is highly advanced without being overly academic. The education is straightforward and relevant, dealing with the most important matters for a modern leader.

In the end one will find it worth the effort.”

Morten Hesseldahl

CEO, Dagbladet Information and Chairman of the Board of the Danish Film Institute

Participant, Flexible Executive MBA

(Educational background: Master of Arts in Philosophy and Diploma in Business Economics - Marketing)

impact of human resource policies and practices on organizational performance. Furthermore, we will also look at how the talents and abilities of people can be more effectively managed and linked to the needs of the business.

■ **International Financial Statement Analysis**

This course is concerned with the introduction to financial accounting, financial statement analysis and company valuation. The objective of the financial accounting part is to introduce the components of the financial statements, including the income statement, balance sheet and cash flow statement. Financial Statement Analysis addresses various ways to measure profitability and risk. The final part of the course focuses on firm valuation and discusses various valuation approaches, their strengths and weaknesses, and possible implications for the company.

■ **Leadership and Team Dynamics**

On page 14 you will find a detailed description of the leadership program.

■ **Study Tour to California**

During Term 1, Leadership & Business Essentials, participants will visit California. You will meet some of the icons in the area of marketing and branding in this region. Lectures will take place at the University of California, Berkeley and Stanford University. Furthermore, working in groups, participants will work on a hands-on assignment to market a new product in the USA.



Flexible Executive MBA participants visiting University of California Berkeley, USA

Term 1: Leadership & Business Essentials



Term 2

Business Development and Innovation

Course Descriptions

■ Management of Innovation

In the contemporary business world, there is a great deal of attention on growth and on becoming better at developing and launching game changing products and services. How do these companies find ways to develop new business alongside their efforts aimed at incremental development? This course explores what it takes for a company to achieve this by putting the spotlight on the following areas

- innovation strategy
- corporate ventures and open innovation
- innovation process, from idea generation and selection to project management, project evaluation and market learning, and climate of creativity.

■ Business Plan Process

Creating a business plan for a business opportunity is important (both inside and outside existing enterprises), but implementing the plan successfully is essential. Through a collection of case studies, lectures, and an ongoing project that covers business plans of ventures from the participants' industries, this course provides you

with the tools necessary to successfully identify a true business opportunity, and to start, grow and maintain a promising venture in the face of adversity.

During this course, you will learn how to maintain a helicopter view on business ventures, identify and position a business opportunity, communicate a business vision, manage the resource attraction processes and business relationships, and deal with politics and organizational culture. In particular, you will gain insight into the phases of a business plan process and learn how to apply the right tools at the right time.

■ Corporate Finance

The main objective of this course is to equip you with a knowledge base such that you are able to understand and participate in general decision-making concerning investment and financing decisions in a corporation. You will be introduced to both the theories and the practice of corporate finance, including investment, finance, risk and payout policies. We will also focus on

"The CBS Flexible Executive MBA has been a unique opportunity for me to combine job and family life. I chose to take a break twice during the program. This enabled me to take advantage of my learning and boost my career during the MBA study. In addition I got an even bigger and valuable network. Studying at CBS, where you have real class attendance and two very interesting study tours to USA and China, provides an excellent opportunity to experience different mindsets and cultural aspects of doing business"

Søren S. Larsen

*Sales and Product Manager, Schering-Plough A/S
Participant, Flexible Executive MBA
(Educational Background: Molecular Biology, PhD)*



the relationship between owners and managers through discussing the governance of corporations. The course aims at providing the big picture and showing the relevance of the elaborated theories through a number of cases during the course.

■ **Globalization, Macroeconomics & Emerging Markets**

Taking a cross-disciplinary approach, this course aims to familiarize participants with the various approaches and techniques in analyzing a foreign environment and their normative implications. The first part of the course offers sets of tools and concepts to understand and analyze aspects of the international business environment. The second part of the courses focuses on the macroscopic view of the international business environment in terms of trade, competition and investment milieu. The third part of the course draws attention towards emerging economies and their business environments. The fourth part of the course will take you on a study tour to China and narrow the analysis to the Chinese business environment and examine how foreign companies have managed to operate there.

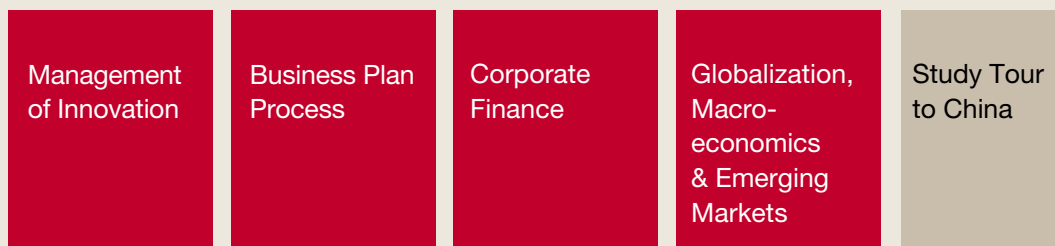
■ **Study Tour to China**

Term 2 – Business Development and Innovation will include a study tour to Shanghai and Beijing. You will be exposed to companies and organizations operating in the Chinese system. You will gain an understanding of how international companies have entered the marketplace and operate in China. Lectures will take place at Fudan University and Tsinghua University.



Shanghai Harbour, China

Term 2: Business Development and Innovation



August

January

Term 3

Performance Management and Strategic Perspectives

Course Descriptions

■ International Performance Management

This course enhances your knowledge of various types of management control and the effects they have on organizational decision-making. One dimension of management control is the organization of financial responsibility. Another dimension is planning, costing and the creation of financial and non-financial information to support management activities. Tools such as balanced scorecard and intellectual capital statements will be discussed.

■ Strategic Management

The course addresses the question 'Why are some companies more profitable than others?' Focusing on key themes in the strategic literature, the aim of the course is to familiarize you with the strategy field as well as the various approaches and techniques used in strategic analysis and their implications. The course provides you with an understanding of the strengths and weaknesses of different approaches to strategic management and an appreciation of their relevant areas of application.



Term 4

Integrated Strategy Project

Now is the time to bring all aspects of the program and your company together and develop your general management skills even further. The Strategy Project is divided into five project stages: Context Description, Industry Analysis, Company Analysis, Issue Analysis and, finally, Strategy Implementation. The process involves analyzing and identifying issues of strategic importance within your company. Once the initial analysis and issue identification are complete, focus turns to 'what to do' and then 'how to do it'. Your skills in applying the theory learned in class are of great importance to the final outcome.

The strategy project is also a chance for you to test yourself as an internal change agent. You will be faced with challenging, complex and even ambiguous situations at times. We will demand a lot from you, not only because we want to support your development as a leader, but also because we want you to add value to your sponsoring company and show how skilled and valuable you have become.

During the process you get the opportunity to consult a strategy advisor with whom you can discuss new ideas and complex problems. You will also team up with a strategy advisor from the CBS Executive MBA faculty, who can assist you in the selection of relevant theories and models.



"I consider it a great advantage that the majority of assignments have dealt with the company I work for. The fact that my assignments were so realistic meant that a number of case solutions could be implemented immediately - this was extremely rewarding."

Martin Berg
Director, NCC Bygdirekte A/S

You can read the full story of how Martin Berg turned Bygdirekte into an external customer focused business at www.mba.dk.

"We are very satisfied with Martin Berg's work at CBS regarding Bygdirekte... In addition to the specific projects, Martin has managed to introduce new methods and theories from the Executive MBA in the organisation, which has made a real difference."

Michael Brøndum Hansen
Chief Procurement Officer, NCC Construction Danmark A/S



Leadership and Team Dynamics

The Leadership and Team Dynamics module is a key component of the Flexible Executive MBA at CBS. It aims to further enhance and develop your professional and personal insights as a leader.

You will get an understanding and experience of:

- How motivation impacts on leadership and organization performance
- How groups and teams operate in the workplace
- Dynamics of leadership and leadership style
- Perception, personality and personal style
- Communication and influencing dynamics
- Decision-making and problem-solving
- Dynamics of leading and managing change.

The central focus of the leadership program is your personal leadership development, and your point of departure is the formulation of an action plan. Your workspace is defined as an arena for implementation and learning where you will consciously aim at changing your own behaviour and improving the performance of others effectively, in line with the development areas/ goals in your action plan and future revisions of the plan. You will be given three domains of interaction and learning, which will provide you with input to be implemented at your workplace.

Personal leadership development is facilitated by industrial psychologists who will coach you through personality and psychological tests. You are encouraged to use the psychologists to discuss issues in relation to interpersonal difficulties, group dynamics inefficiencies, and other topics related to situations in class and in your company.

During the Leadership sessions specific themes are introduced that include:

- Individual leadership behaviour
- Personal leadership style
- How to motivate and influence others
- Demands of the future manager

You will also be introduced to Learning Teams with topics such as team roles, effective teamwork and managing conflicts.

The Leadership Mentoring Scheme brings experienced business executives into the program to act as your sparring partners. The results are amazing, as significant new inspiration and insights spring from this kind of cooperation.



“The Flexible Executive MBA from CBS is in many ways unique because it enables me to broaden my business perspective and to test whether my theories actually can be implemented in the real world. The leadership program is vital for understanding professional and personal challenges in team interactions and individual leadership competence development. The program is an inspiring and intense journey with an excellent basis for networking combined with great opportunity to experience different mindsets and cultural aspects at the study tours to California and China.”

Christina Algren

Relationship Manager, Nordea Bank Danmark A/S

Participant, Flexible Executive MBA

(Educational Background: International Marketing and Economics)

Faculty & Research

Copenhagen Business School is distinguished by its breadth of research areas and educational programs, a breadth that is generated by a strong and pervasive innovative culture. We have taken great care to select only the best faculty available in Denmark and internationally to teach in our programs. The diversity common to that of our participants is reflected in the choice of faculty with regard to fields of specialization as well as country of origin. Approximately 40% of our faculty include visiting professors from universities and business schools abroad, while the remainder are recruited from different departments at CBS.

Most of our faculty are involved in consulting projects with leading corporations around the world, and, thus, are able to bring real business issues and fresh perspectives into the classroom to create a world-class centre for learning. Furthermore, we bring in a number of guest speakers from the Danish business community to strengthen the practical perspective.

In addition to the faculty from CBS, you will also be having classes with faculty from partner universities abroad such as:

- Cranfield University, UK
- Fudan University, China
- Templeton College, University of Oxford, UK
- Stanford Business School, USA
- Tsinghua University, China
- University of California, Berkeley, USA
- University College Dublin, Ireland

Research at CBS

Creativity and innovation characterize CBS' approach to research. CBS maintains a strong international platform through international publications, leadership of academic networks, editorial services, conference hosting and PhD collaboration. Close cooperation with the business community translates CBS' research into practice.



Ten Good Reasons for Joining the Program

1. Flexible Executive Education

Circumstances at work and in your personal life change, some planned but others not. The Flexible Executive MBA allows you to plan a break or, should circumstances suddenly change, take a break between terms. This means your executive education can fit around work and personal needs.

2. Boost Your Career and Expand Your Network

The ability to develop your knowledge and professional skills determines your role in the international business world. The Executive MBA will boost your career with its strong focus on leadership and business development. Your fellow participants will become a valuable and lifelong network, and you will build friendships beyond your professional relations. You will also be able to join the activities of the CBS MBA Alumni Society while you are in the program, a powerful network of leading business executives from a great variety of industries.

3. Dynamic Learning Approach

The Flexible Executive MBA consists of highly interactive lectures, case discussions, individual and group presentations as well as high profile guest speakers from the business community. Each participant is expected to take responsibility for his/her own learning. We demand high levels of participation – to share your experiences, articulate insights to others, challenge each other's ideas, perspectives and practices. Faculty members act as facilitators who are eager to share their insights, frameworks, models and theories with the participants.

4. Focus on Leadership

Develop new intellectual capabilities and up-to-date business mindsets that will help facilitate both your personal and professional development as well as equip you with skills to make a difference in your company.

5. Nurture Your Business Development Skills

From idea to business plan, you will expand your capacity to develop new projects or introduce new products in a business development



“Mastering the business plan process is essential for entrepreneurs and managers aspiring to become innovation leaders and recognized strategists. Getting the numbers and business model right is one thing; the real challenges are to know how to persuade and inspire, bargain and confront in the process of discovering thriving business ideas, creating a vision, attracting resources, managing relations, and aligning interests. This course helps entrepreneurs and strategists to command all necessary skills to avoid breaking their neck, and excel in the pursuit of entrepreneurial business development”

Volker Mahnke

Associate Professor

Copenhagen Business School

Visiting Professor, Stanford University, USA

context. You will learn to synthesize knowledge to support the process aiming at turning new ideas into real business.

6. Experience Diversity

Benefit from interaction with your fellow participants who bring to the class a great diversity of functional and professional skills and experience, which enrich class discussions as well as teamwork. Furthermore, it enhances your interpersonal competencies and communication skills.

7. The Best Danish and International Faculty

CBS is distinguished by its breadth of research areas and educational programs, a breadth that is generated by the strong and pervasive innovative culture. Our faculty strikes a balance between the science and art of management. The Flexible Executive MBA modules are taught by leading Danish and international faculty with extensive business experience. We also work with well-known guest lecturers from partner universities and business to ensure the link between academia and business.

8. International Context

In today's business world, it is important to educate managers in an international context.

To emphasize this international perspective, the faculty members are drawn from both CBS as well as leading business schools in the world. Study tours also take participants to non-European locations to broaden their perspectives on international business.

9. CBS Executive

All executive masters' programs at CBS are offered by CBS Executive, which is the division at CBS that caters to the lifelong learning needs of executives and their organizations. CBS Executive offers a wide range of activities and events contributing to the creation of a positive and dynamic learning environment. All Executive participants are invited to join these events. Furthermore, the development of all programs at CBS is carried out in close dialogue with leading business executives. This dialogue ensures the practical relevance and high practical value of all programs.

10. Synergies of Theory and Practice

Apply newly acquired skills and cutting edge knowledge in project work with your sponsoring organization, which produces immediately visible benefits and results for the organization as well as challenges your ability to function as an internal change agent.



Meet Us

If you would like an informal talk about the Flexible Executive MBA and how the program can support you in achieving your career goals, do not hesitate to contact us for a meeting. Another way of getting to know the program better is to

attend our information meetings, which are held regularly on campus.

Visit www.mba.dk for the upcoming dates.



Flexible Executive MBA 2008 – 2009

Class enrolment	32
Average age at admission	40
Average work experience	13 years

Age at admission

< 30 years old	6%
30 - 35 years old	37%
36 - 39 years old	19%
Above 40 years old	38%

Work Experience

4 - 5 years	15%
5 - 10 years	22%
more than 10 years	63%

Educational Background

Economics & Business	
Administration	31%
Engineering	19%
Science & Medicine	13%
Humanities & Social Sciences	9%
Law	3%
Other	25%

Job Function

General Management & Business Development	66%
Marketing & Sales	9%
Consulting	6%
Finance	13%
Operations	3%
Legal	1%

Sector

Industry	44%
Consulting	6%
Medical & Pharmaceutical	6%
IT & Telecom	9%
Finance & Insurance	7%
Public	19%
Other	9%

International participants from England, Ireland, Ukraine and USA make up 13% of the class.
Women participants make up 19% of the class.

How to Apply

We are looking for internationally minded executives who are motivated and eager to enrich their business experience and share the best practices. The Flexible Executive MBA participants represent wide-ranging industries, functional areas and educational backgrounds.

Admissions Criteria

Applicants must meet the following criteria:

- A university degree (minimum bachelor's degree)
- At least four years of full-time professional experience
- CBS Admission Test or GMAT
- Strong English proficiency
- Three letters of recommendation
- A personal interview with a CBS Executive MBA Representative

Application Deadline

Applications are accepted on a continuous basis. Our admissions process is thorough, but we will do our utmost to ensure that a mutual commitment can be made within 2 weeks after you have submitted a successful application. The application material can be downloaded from www.mba.dk.

Term 1 Leadership and Business Essentials

The term starts mid-September.

- 15 March, is the 1st deadline
- 15 May, is the 2nd deadline
- 1 September, is the final application deadline

Term 2 Business Development and Innovation

The term starts mid-August.

- 1 June is the final application deadline

Tuition Fees & Expenses

For the current year's fees and expenses please visit www.mba.dk. Please note all fees and expenses are payable in Danish Kroner and not subject to value added tax (VAT).

Editors: Anni Vagner and Jason Perrott

Design & Printing: Grafisk Rådgivning

Photographs by Mads Armgaard, Per Thomas Dahl, Thomas Lekdorf (including cover photo), Tao Lytzen and Monica Ritter and Jonas Sørensen.

Every effort has been made to source other photographs and we apologize where credit omissions have been made. We would like to thank Lars Paredes and his family for taking part in the cover photo.

All information contained in this brochure is deemed correct as of the date of printing. Copenhagen Business School reserves the right to change without notice any statement contained herein concerning, but not limited to, the specification and content of the program, policies, tuition fees, curricula and courses.

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Flexible Executive MBA

- Starts in mid-September every year
- A flexible program delivered in four modules over 25 months, with an opportunity to take a break between modules
- Business Essentials with a focus on practical leadership training
- Business Development with a focus on innovation
- Study tours to California and China provide hands-on understanding of how businesses compete in global markets
- The Integrated Strategy Project puts theory into practice

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