



**Copenhagen
Business School**
HANDELSHØJSKOLEN

Graduation, Class of 2011.



**Executive MBA in Shipping and Logistics
(The Blue MBA)**
A CBS EXECUTIVE PROGRAM

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“He who loves practice without theory
is like a sailor without rudder and compass;
never knowing where he may cast.”

Leonardo da Vinci, 1452-1519

Copenhagen Business School

Copenhagen Business School (CBS) was founded in 1917 by the Danish Society for the Advancement of Business Education as a private institution designed to meet business sector needs for highly qualified graduates. In 1965, CBS was integrated into the national system of higher education and thus became a self-governing university. Today the conditions of CBS are regulated by the University Act.

CBS has approximately 18,000 students and 200 Ph.D. students, including around 1200 Executive Master Students and 2,400 international students. In terms of academic staff CBS employs approximately 600 permanent and 800 part-time external faculty members. The number of administrative staff is around 600 members.

CBS covers research, both basic and applied, and offers undergraduate and postgraduate education in the fields of economics and business administration, management, modern professional languages and related subjects. Teaching methods at CBS are varied and require a high degree of student activity. The methods include workshops, independent student work, business games and cases in close co-operation with CBS business partners, group seminars and projects, and interdisciplinary projects, which, in addition to developing the students' academic skills, also develop their interpersonal skills and ability for independent reflection and problem analysis.

According to its mission statement, CBS strives to be among the best institutions of higher education in Europe in order to meet its goal of being a major contributor to value creation in business and society. CBS wants to train graduates who are competitive in the international job market and to develop new research-based knowledge in partnership with

companies and other organisations. Participation in international study programs and a high rate of student exchange are two important elements in the CBS's strategy for internationalisation.

CBS is one of the largest and most highly reputed institutions of higher education and research at university level in Denmark and the largest business school in northern Europe. CBS is a member of CEMS (Community of European Management Schools) and PIM (Partnership in International Management), and is ACE Denmark, AMBA, EQUIS, and AACSB-accredited.

The supreme collegiate body is the Governing Board which consists of a majority of external representatives mostly from the business community and members elected from among the academic and administrative staff and the students. CBS is headed by the President.

Since the early 1990s CBS has been the Danish pioneer in the field of Executive Master programs. The objective is to remain at the cutting edge of continuing and further education for highly educated executives and specialists in today's knowledge society. This objective is met by a wide variety of Executive Master programs, which now form CBS Executive to emphasize the importance CBS places on executive education.

The extensive network of CBS involving the world's best universities and business schools creates an important resource base of internationally recognized researchers and teachers with invaluable experience. This ensures that participants receive global solutions to global challenges in an international learning environment, which further inspires reflection – both in participants and teachers.



”The globalised world brought about by international transportation has a clear need for people with a focus on quality, with logistical skills, and who are enriched by an international mindset and understanding. The Blue MBA is a unique educational program with a strong maritime emphasis supporting such requirements!”

*Knud PONTOPPIDAN
Chairman of TT Club*



Executive MBA in Shipping and Logistics

The program aims at giving participants an up-to-date and penetrating insight into shipping economics and modern management theories, and their application in the maritime sector.

The program adopts a holistic view of shipping, integrating commercial, technological and financial aspects as well as maritime law, supply chain management, and leadership challenges. In this way, program graduates develop a complete understanding of the multi-faceted challenges in the sector.

Taking students to a top international level in business administration, the program reflects the needs of the industry in a world where globalization, enhanced competition, and the speed of technological change place everincreasing demands on executive management skills.

Four governing themes are evident throughout the program: leadership challenges; globalization of the economy; implications of information and communication technology development; and the need to respond to intense changes in logistics requirements.

A final Integrating Strategy Project serves two purposes: for the candidate, the aim is to integrate all topics covered in the program by using real world data on a problem related to the candidate's own company. For the candidate's company, the benefit is a thorough-going analysis of a strategic issue, with solutions and implementation plans proposed.

This is a modular program – with each module lasting one week – supported by a virtual platform, where assignments and group discussions enhance the learning process.

“The Blue MBA at the Copenhagen Business School is outstanding – a leading offering when it comes to graduate executive education in the area of shipping. The approach is global, and the participants come from all over the world. The program is flexible in its approach, and the class lecturers are world-renowned!”

*Peter LORANGE, President
Lorange Institute of Business, Zurich
Past President, IMD*



Program Overview

The program consists of eight one-week modules plus a final integrating strategy project (thesis). All modules will deal with leadership issues and personal development. In the process of working with the integrating strategy project (ISP) the participants will give three presentations and the last presentation will function as the oral defence of the ISP thesis.

Each module presents theories, gives a thorough introduction to reading material, and motivates participants for their independent studies.

Participants study the material in between sessions and write an assignment for each module. These assignments, as far as possible, will be focused on a problem related to the candidate's own firm.

For the final integrating strategy project, topics should be chosen for their strategic purpose and integrating function, giving participating companies a valuable and practical analysis.

Pre-MBA (optional)			
Module 00	Accounting and international economics	18-20 Sept. 2013	Copenhagen Denmark
Shipping as a Business and a Market			
Module 01	Shipping as a business and a market + leadership	23-28 Sept. 2013	Copenhagen Denmark
Understanding the global environment			
Module 02	Supply chain management New logistical challenges	02-06 Dec. 2013	Copenhagen Denmark
Module 03	International economics and market analysis + leadership	10-15 Feb. 2014	Copenhagen Denmark
Focus on maritime issues			
Module 04	Ship design The maritime legal framework	07-11 April 2014	Hamburg Germany
Module 05	Operational management and information technology + leadership	23-28 June 2014	Copenhagen Denmark
Core management issues			
Module 06	Investment analysis, risk management and finance	01-05 Sept. 2014	London UK
Module 07	International marketing and organization Introduction to Integrating Strategy Project process	03-07 Nov. 2014	Copenhagen Denmark
Module 08	Managing strategy and change Introduction to industry analysis + leadership	12-17 Jan. 2015	Copenhagen Denmark
Integrating Strategy Project (ISP/Thesis)			
Presentation of industry analysis Introduction to company and issue analysis		18-20 March 2015	Copenhagen Denmark
Presentation of company and issue analysis Introduction to implementation plan		20-22 May 2015	Copenhagen Denmark
Presentation of the ISP with implementation plan (oral defence of thesis)		05-07 August 2015	Copenhagen Denmark
Graduation		08 August 2015	Copenhagen Denmark

“The Blue MBA has a ‘buzz’ which I really enjoy. It is a great program for bright young managers who have made shipping their business and want the professional tools to succeed. Teaching mid-career students with the knowledge and experience to participate is an exciting challenge and the one-week module system provides the ideal framework.”

*Martin STOPFORD
Managing Director
Clarkson Research Studies*



Program Structure

Understanding the industry

Module 1 aims at giving the students a basic understanding of the shipping industry. Focus will be on the role of shipping in the global economy and introduction to shipping economics.

Understanding the global environment

Modules 2 and 3 aim at giving the students a background for understanding how the world economy is working. This will include the drivers for globalization, trade patterns, supply chain management and the logistical implications of this development.

Focus on maritime issues

Modules 4 and 5 are devoted to industry specific issues, reflecting the holistic view of the program; they cover maritime law, ship design, and technical operational management, including the important aspect of information and communication technology development.

Core management issues

Modules 6, 7 and 8 will focus on central topics of business management, dealing with investment analysis, finance and risk management, organizational theory and company strategy.

The integrating strategy project

The last part of the program is the writing of the thesis, in a three-step process, where each step is concluded by an oral presentation, and the final presentation serves as the oral defence of the ISP thesis. The aim is to demonstrate the student's ability to analyze a practical problem in detail, drawing upon all the knowledge gained from the program. An introduction to each of the three steps will be given during the last module.

Module Composition

Pre-MBA

Module 0: An optional refresher course for participants who need to reacquaint themselves with the fundamental issues in the subjects of accounting and international economics.

Shipping as a Business and a Market

Module 1: Shipping as a business and a market

This module provides an introduction to shipping economics and combines an historical introduction to shipping with discussions of current issues shaping the future of the maritime industry. It also aims at giving a broad overview of the various shipping segments, including shipbuilding and other essential areas of maritime activity such as insurance, broking, classification, financing etc. The module will give a brief introduction to topics of great importance in the program, such as innovation, supply chain management, strategy, finance, and risk management.

Understanding the Global Environment

Module 2: Supply chain management

This model encompasses the main principles of logistics and supply chain management and

the potential implications for those engaged in international operations. It addresses the importance of increased customer demands, both in relation to supply chain management and environmental considerations. Through case studies, the students will gain an understanding of the importance of managing the end-to-end supply chain.

Module 3: International economics and market analysis

This module has two main parts. The first introduces formal economic models simulating the behavior of shipping markets, centred on basic microeconomic theory. It focuses on the tanker and dry bulk markets, with special emphasis on the practical use of partial equilibrium models. Short-term forecasting models will also be discussed, including the pros and cons of various types of market modelling methods and techniques, as well as system dynamics. For shipping segments with imperfect competition and economies of scale, the module looks at the potential use of game theory in understanding market and competitor behavior.

The second part introduces theories of international trade and macro-economic issues such as business cycles and currency markets. A main focus will be on understanding the globalization process.

Personal leadership and development

Throughout the program, personal leadership and development will be integrated with the core content, with the aim of developing personal skills required in leadership roles. The content will include coaching techniques, communication and presentation skills, negotiation skills and conflict resolution. Participants will explore their own leadership style with the use of Profiles International CheckPoint 360[®]™.

The process will offer opportunities for developing individual leadership skills, managing team dynamics and meeting the challenges of major organizational changes. This will be done via theoretical input, simulations, practical activities, peer feedback and personal coaching

Focus on Maritime Issues

Module 4: Ship design and the maritime legal framework

This module consists of two main parts. The first seeks to present the role of ship design as a response to perceived or estimated market needs. New ship designs are usually based on inquiries from customers with specific transport requirements. But new solutions can also evolve from lessons learnt from previous designs or from changes in regional and international rules and regulations. The selection of the right ship for the intended service, the construction cost, and transport economics are vital factors when competing in a global market. Competitiveness and commercial success depend on the optimum balance between investment and operational costs. The ability to implement and benefit from technical and operational innovations can be the ultimate success factor.

The second part of this module gives a brief introduction to maritime law, with particular emphasis on issues relevant for a shipping manager such as charter parties, claims handling, liabilities, limitation, salvage, etc. It aims to give students sufficient insight into legal issues to be able to carry out fruitful discussions with maritime lawyers. The module examines the regulatory regime in shipping, and international political lobbying mechanisms, including a focus on various aspects of EU law.

Module 5: Operations management and information technology

This module focuses on operations management and IT in the maritime, transportation and logistics industries. The first part of the module is an introduction to how operations management and IT can contribute to the business mission and to the competitiveness of a company. Formulation and implementation of operations and IT strategies with stretch targets, but sufficient level of detail and realism to accomplish operational benefits and performance improvements, are important issues. The second part of the module aims at providing participants with abilities and skills to prioritize and lead specific projects targeted at improving the business processes of operations in their own or any given businesses. Focus is on training in fundamental principles of the efficiency methodologies known as 'lean-six sigma', and other methods, tools and techniques through exercises and games. Students are taught how to work with business process simplification, standardisation and maintenance with the aim of reducing waste and adding value for main stakeholders - often measurable as tangible improvements in costs, inventory, quality, delivery time and dependability of these business processes. The third part of the module explains how IT and integrated applications enable competitiveness through business process automation, real-time decision making, and business and market intelligence. The scope of this module includes the role of the internet in creating new business opportunities and relationships with business suppliers and clients. Overall, the teaching format relies heavily on the integration of real issues raised by participants and by companies.

“The Blue MBA provides great insight into essential aspects of the shipping and logistics industry; it gives an insightful overview of the industry and delves deeply into fundamentals like the key drivers, opportunities and risks for the various players in the industry. With world-class teaching staff and senior participants from many parts of the industry, it is a dynamic learning experience coupling theory and practice in interaction.”

*Bo CERUP-SIMONSEN, Vice President,
Maersk Maritime Technology, A.P. Moller Maersk*



Core Management Issues

Module 6: Investment analysis, risk management and finance

This module presents the basic theory and practical applications of methods of investment analysis (capital budgeting), and some basic principles of financial accounting and performance measurements. The module introduces theories and methods of risk management with clear guidance on how to apply the methods in practice. It examines empirical material related to the functions of financial markets and the financing of a firm. Case studies cover financing of ships and shipping companies.

Module 7: Organization and international marketing

This module has two main parts. The first focuses on knowledge creation, storage and utilization processes in organizations, specialization in organizational structures, and how structures can be coordinated by formal and informal coordination mechanisms. It further studies the organization of networks that allow access from members distributed over large geographic distances, how such networks emerge and how they can be developed and sustained. A central issue is how an organization can facilitate learning and distribution of knowledge. The second part of the module focuses on international marketing, with an emphasis on marketing strategies for service providers.

The module ends with a one-day workshop on the Integrating Strategy Project.

Module 8: Managing strategy and change

This final module introduces theories of company strategy, discussing the strategy process, the main characteristics of global strategies, implementation of strategies, networks, strategic alliances and intellectual capital. The main topic of discussion is the implications for strategy of the increasing globalization of markets. The module is a primer on theories of strategy with examples from globally oriented firms. The module serves as an introduction to the Integrating Strategy Project, with sessions on how to conduct a constructive industry analysis.

Leadership and Personal Development:

The leadership and development modules are integrated throughout the program. These will enable participants to build on their existing skills and practical experience to broaden their range of leadership tools and techniques.

These modules will include consideration of current leadership theories, and group discussion on their practical utility. Participants will have the opportunity to identify their preferred leadership style and how they can use this to best effect in their organizations. We will consider how the research on group dynamics can be applied to leading high performance teams, and review how effective leaders coach their people, manage conflict, negotiate with others and deal with change. In addition to the theoretical input, participants will be able to learn from each other by means of simulation exercises and they will be offered personal coaching to help them integrate the key concepts into their day-to-day work.

The Integrating Strategy Project

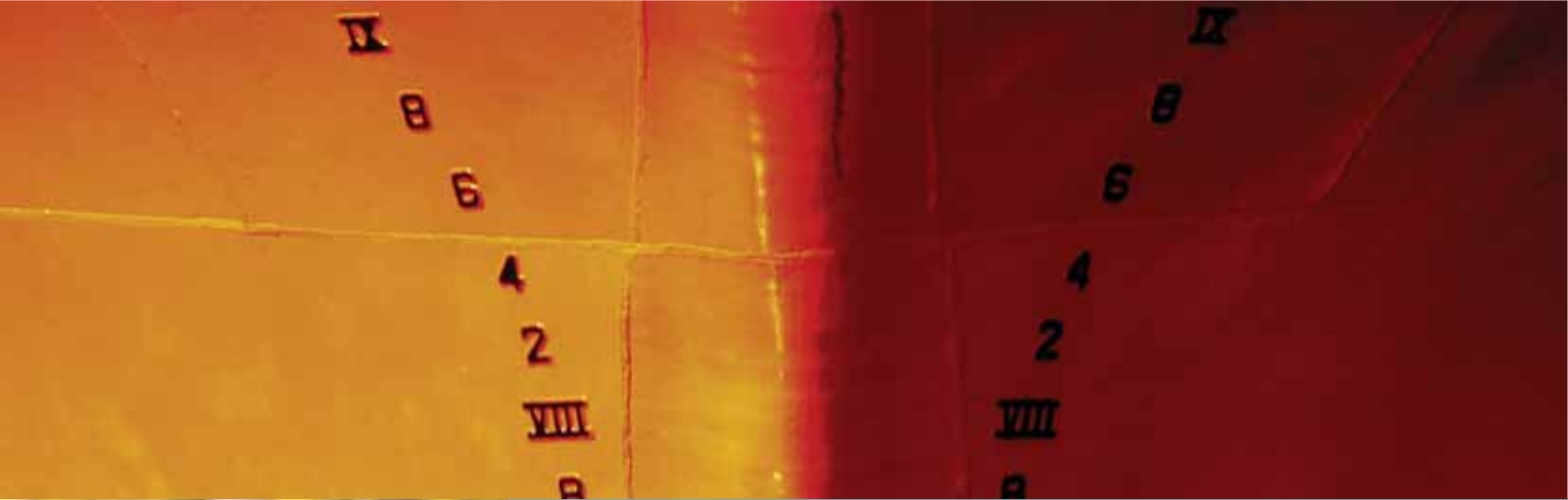
This project is the final step before graduation and aims at integrating the various topics by choosing an issue related to each student's company and analyzing this in great detail, using real-world data. It helps the students understand the manner of interaction of various elements of management and how best to combine the different theoretical areas.

To help students focus and to provide valuable feedback in the process of writing the project report, presentations are scheduled in which feedback is given by a panel of academic and business experts.

These presentations cover the four constituent parts of the thesis as follows:

- Industry analysis
- Company analysis
- Issue analysis
- Implementation plan





“The Blue MBA can be a career-changing experience; it transformed my career, leading me from the technical to the financial side of the shipping industry. The program provides an excellent platform for understanding the business side of shipping and its key drivers, opportunities and risks. The world-class faculty and the international group of senior participants from most parts of the industry make the program a great learning experience.”

*Fredrik MORDAL HESSEN,
Assistant Vice President - Shipping, Offshore & Logistics division,
DNB Bank ASA.*



...a holistic view of shipping, integrating commercial and technological aspects as well as maritime law, supply chain management, and leadership challenges.



Advisory Board

Bo CERUP-SIMONSEN

(The Blue MBA - Alumni Representative)

Vice President, Maersk Maritime Technology

Per GULLESTRUP

Partner/CEO Clipper Ferries/Ro-Ro
Clipper Group A/S

Arild B. IVERSEN

CEO Wallenius Wilhelmsen Logistics
Wilhelmsen Group

Torben JANHOLT

President and CEO of J. Lauritzen

Lars KARLSSON

CEO, PortHow (Port and Logistics Know-how)

Peter LORANGE

President, Lorange Institute of Business Zurich
Past President, IMD

Ralf NAGEL

Chief Executive Officer
German Shipowners' Association

Andreas NORDSETH

Director, Danish Maritime Authority

Knud PONTOPPIDAN

Chairman, TT Club

Edel K. SEIDENSCHNUR (Chairman of the Board)

Chairman of the Board
Danish-French Maritime Foundation

Martin STOPFORD

Managing Director, Clarkson Research Studies



Faculty

In addition to presentations and discussions led by the internationally recognized faculty at the CBS, lectures are delivered by a group of world-renowned experts from different specialities and geographical areas of the maritime industry. Both the CBS resident faculty and the external faculty are among those experts who are in constant demand as advisers and consultants to maritime institutions, companies and governments. Beyond their excellent teaching skills and methods, they help our students build an international network of contacts. Some of our professors and lecturers:

Amir Alizadeh,

Director/Professor, MSc Energy, Trade and Finance, Cass Business School, UK

Martin Christopher

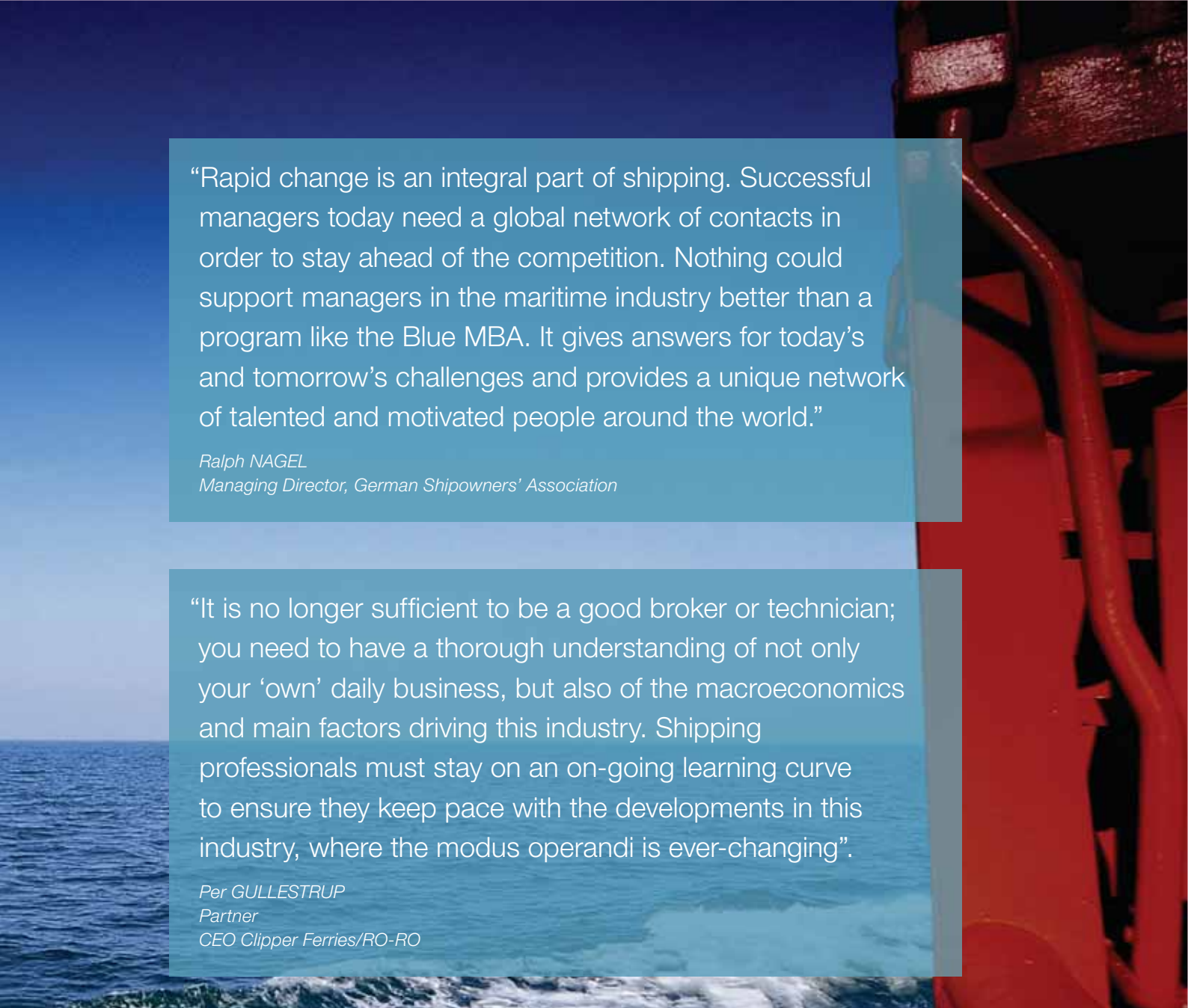
Emeritus Professor of Marketing and Logistics
Cranfield School of Management
Cranfield University, UK

Jarle Hammer

Senior Market Analyst, Hammer
Maritime Strategies, Norway

Karsten Jonsen

Research Fellow in Organizational
Behavior, IMD, Switzerland



“Rapid change is an integral part of shipping. Successful managers today need a global network of contacts in order to stay ahead of the competition. Nothing could support managers in the maritime industry better than a program like the Blue MBA. It gives answers for today’s and tomorrow’s challenges and provides a unique network of talented and motivated people around the world.”

Ralph NAGEL
Managing Director, German Shipowners’ Association

“It is no longer sufficient to be a good broker or technician; you need to have a thorough understanding of not only your ‘own’ daily business, but also of the macroeconomics and main factors driving this industry. Shipping professionals must stay on an on-going learning curve to ensure they keep pace with the developments in this industry, where the modus operandi is ever-changing”.

Per GULLESTRUP
Partner
CEO Clipper Ferries/RO-RO

Kai Levander

Professor, Naval Architecture, SeaKey Naval Architecture, Norway

Peter Lorange

Chairman and President, Lorange Institute of Business, Switzerland

Filippo Lorenzon

Senior Lecturer in Maritime and Commercial Law Director, Institute of Maritime Law University of Southampton Consultant, Campbell Johnston Clark LLP, London, UK

Moira McConnell

Professor, Marine and Environmental Law Institute, Dalhousie University, Canada

Axel Rosenø

Center for Business Development and Management, CBS, Denmark

Martin Stopford

Managing Director, Clarkson Research, UK
Adjunct Professor, Executive MBA in Shipping and Logistics, CBS, Denmark

Niko Wijnolst

Professor of Shipping Innovation and Chairman of the Dutch Maritime Network, The Netherlands

Who should attend

The Executive MBA Program in Shipping and Logistics aims at fulfilling the needs of the entire maritime sector in terms of relevant top management education based on maritime-related practice. The program is ideal for managers within the shipping community, but equally relevant for those who deal with shipping either as customer or supplier.

Participants come from many countries and represent shipowners, ship operators, logistics providers, financial institutions, insurance companies, shipbuilding and ship repair enterprises, brokers, maritime law firms, transport consultants, classification societies, maritime administrations, ports, and ship equipment producers.

Fees

About 85% of the participants in the Executive MBA Shipping and Logistics Program are sponsored by their employers.

The tuition fee for the program is 280.000 DKK (Danish Kroner) or about 37.000 Euro. to be paid in four instalments of 70.000 DKK at the beginning of each semester. The fee includes all reading material, refreshments and lunches. It does not include travel and accommodation costs.

Non-EU participants must pay an additional administration fee of DKK 20.000.



Admission Requirements

- A Bachelor's degree from a recognized academic institution or equivalent.
- Graduate Management Admission Test or similar documented qualification
- Minimum of five years of work experience in a relevant field.
- Two personal recommendations.

Prior to admission, applicants are interviewed and an individual assessment of the suitability of the applicant is made based upon the above requirements and the result of the interview. For long distance applicants the interview may be conducted by telephone.



“For a great many years now, the shipping industry has been a very tradition-bound business. However, in an intensely competitive and fast-changing global environment which has a tremendous impact on shipping, we cannot afford to be slow to embrace change or to lag behind in our reactions. Our ambitious goal is to help the industry move beyond traditional leadership development models; actively to identify, groom and recruit the next generation of shipping leaders; and to build a vibrant and creative business community.”

Irene ROSBERG
Program Director

“The Executive MBA in Shipping & Logistics at CBS breaks new ground in exploring the challenges that face managers seeking to compete in today’s turbulent and uncertain business environment. I recommend this program to all those who seek to improve their understanding of how people engaged in shipping and logistics can respond to these challenges”

Martin CHRISTOPHER
Emeritus Professor of Marketing & Logistics, Cranfield School of Management, Cranfield University, UK

Application deadline

Start of class for the next intake:

- 23. September 2013

Application deadline:

- 23. August 2013

The Admissions Board meets every second week and applications are reviewed on a continuous basis.

All application forms together with relevant documents as well as requests for further information should be directed to Program Director, Irene Rosberg. (ir.mbs@cbs.dk)

Forms

The application form and all other relevant forms can be downloaded from: www.shippingMBA.com

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Porcelænshaven 22

2000 Frederiksberg

Denmark

www.shippingMBA.com

For further information please contact:

Irene Rosberg

Program Director

Tel: +45-3815 6007

E-mail: ir.mbs@cbs.dk

CBS reserves the right to make changes to the information detailed in this brochure.

