

The Courses

The teaching in the MBA auditorium includes the use of cases, guest speakers, simulations and active participation. Your participation should be based on thorough preparation, as good preparation will increase the take away for the individual participant and for the fellow participants listening to and participating in the discussion. Throughout the MBA year, participants will be evaluated on the basis of a mixture of exams, papers, group-work, presentations and class participation.

Semester 1

Managerial Decision Making

This course focuses on the individual and collective factors that affect decision making and managerial choice. The focus is placed on assessing the individual and group processes that serve as barriers to effective decision making and helping managers overcome these barriers thereby enabling them to make better decisions.

Management Accounting

The course examines how to prepare and use cost information and other types of information for decision making, performance measurement and attention directing purposes. Topics such as ABC-costing, budgeting, responsibility centers and non-financial measures are dealt with intensively. Equally important is the understanding of behavioral assumptions and consequences of management accounting systems and how these can be seen from a strategic perspective.

Organizational Behavior

This course relates existing theory and research to organizational problems by reviewing basic concepts in the following areas: individual motivation and behavior, small group behavior and group dynamics, leadership, communication, intergroup conflict and cooperation, complex organizational structure, organizational culture and relations between organizations and environments. The course focuses on the ways in which organizations and their members affect one another and exposes participants to conflicting frameworks for diagnosing and dealing with problems in organizational settings.

Economics

The aim of this course is to provide participants with a thorough understanding of the theories, concepts and frameworks developed in industrial economics.

This body of knowledge is intended to give future executives an understanding of the nature of competition as industries develop and restructure. The course gives an essential understanding for strategy development and decision making.

Marketing Management

The objective of this course is to familiarize the participants with the analytical methods that have become fundamental to marketing decision making as well as to high-level marketing strategy. The course guides the participants through the development and use of marketing models. Emphasis is given to different product-market entry and penetration strategies, adaptation of marketing programs to different market contexts, and the use of integrated marketing communication and reputation instruments.

Human Resource Management

The objective of this course is to provide a better understanding of key components and concepts of strategic human resource management to attract, retain and develop people. The discussion will center on issues, challenges, trends and developments within Scandinavian and international organizations as well as the impact of human resource policies and practices on organizational performance.

Semester 2

Financial Accounting

The course provides an introduction to fundamental concepts and models of financial accounting. The objective is to develop the participants' ability to read, understand and use financial statements. Core topics include the balance sheet, the income statement, the cash flow statement and relevant financial ratios. The course is viewed both from a managerial and an investor's point of view.

Change Management

This course provides an overview of strategic leadership in relation to change process in organizations. Participants will acquire the basic skills needed to identify the need for change, gain commitment for change, implement new strategies or program and serve as an internal or external change agent. The course will review techniques used to diagnose organizational problems, formulate a vision, manage innovation, improve quality, change the culture, redesign structure and management systems and evaluate ongoing programs or interventions.

Operations & Strategy Management

Operations is the development and production of goods and services. It deals with how inputs in forms of material, information, and knowledge are transformed to outputs in forms of goods and services. Important aspects are about the role operations can play in the organization. Depending on the strategies for operations and the business, alternative production systems are designed, developed and managed in different ways. Adequate control systems are chosen and support in form of quality assurance and improvement systems are designed.

Strategic Management

This course offers the participants the opportunity to view the corporation from a strategic perspective. It focuses on the determination of the strategic direction of the firm, as well as the long-term value creation processes within the firm. The central goal of the course is for the participants to develop a perspective of the general manager's role and responsibilities.

Corporate Finance

Corporate Finance is mirroring the financial future of a company. Participants are first introduced to the basic risk and return concepts and subsequently develop finance related performance measurement concepts and link them to issues of capital structure. Sustainable growth is a key model for understanding how to manage a company financially.

Corporate Branding

Increasing companies create relations with all of their stakeholders based on who they are and what they stand for turning themselves into corporate brands. In this way thereby corporate branding provides a framework for building the business around brand visions and values. This course argues that in order to realize the full potential of corporate branding for global competitiveness, organizations must apply a strategic, interdisciplinary and cross-functional approach to corporate branding. The course offers a conceptual framework for working with corporate branding and discusses a number of managerial and organizational challenges of brand execution based on a number of case-examples.

Semester 3

International Business

This course is interdisciplinary in nature and provides exposure to a wide array of factors influencing business decisions in a global context. Highlighted in the course is the increasing reliance on information and communications technology as a means of providing accessibility to distant markets, shortening the length of distribution channels and enabling global partnerships. The objective of the course is to provide the participants with both analytical skills and practical insights into the management of international business.

The Asian Challenge

Countries in Asia are emerging to become more visible and significant in the world's economy. Transformation processes are underway especially in China and India. These developments pose opportunities as well as challenges for western businesses. This course aims to provide a background on the key strategic issues corporations that operate globally face whether they are based in Asia or act in competition with companies from there. You will get a comprehensive analysis of the latest developments in Asia from the economic, political and cultural perspective.

Mergers & Acquisitions

The course takes participants through the entire Merger & Acquisition process. From identifying target companies to post-merger integration, participants are 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 has an integrated and multidisciplinary approach to M&A as it combines strategic, economic, financial, legal, technical and organizational approaches to M&A.

International Negotiations

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 but also will investigate issues that can be particularly troublesome in the global setting. The course complements the technical and diagnostic skills learned in other courses at CBS.

Corporate Governance

Corporate governance is the control and direction of companies by shareholders and boards. The course is an introduction to the mechanisms of governance including ownership structure, board control, management incentives, business ethics, shareholder value maximization, family ownership and international differences in corporate governance. The course is analytical and case-based.

Corporate Social Responsibility

This course introduces the concept of Corporate Social Responsibility (CSR) and looks at the link between social responsibility and financial performance, social auditing, accounting and reporting, ethics and business. The objectives are to introduce basic ethical principles relevant to the world of business and illustrate the application of concepts such as triple bottom line, sustainability and socially responsible investment by using a range of case studies.

The Entrepreneurial Mindset

The objective of this course is to teach participants how to start a company and invigorate companies with entrepreneur spirit. The focus will be on idea development and opportunity recognition as well

as opportunity analysis. The main project of the course, the Entrepreneur Developmental Plan, is a series of assignments that students will work on during the course with the aim of exploring and developing business ideas.

Business Development

This course is oriented towards starting and running a company. The focus will be on testing business concepts and developing them into a business plan. Furthermore there will be emphasis on the practice of entrepreneurship and entrepreneurship strategies. The main project of the course is writing a business plan.

Radical Innovation

The course explores what it takes for a firm to develop and launch game changing products. The course builds on emerging insights about how mature firms can develop competencies in radical innovation management by putting the spotlight on the following four areas: 1) innovation strategy; 2) corporate ventures & open innovation; 3) innovation process (idea generation & selection, project management, project evaluation, and market learning); and 4) climate for creativity & innovation.

Design Management

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. It deals with developing and implementation of a design strategy.

Semester 4

Strategy Project

Read more about the strategy project on page 12 and 13.