

# THE WORLD IS CALLING FOR MORE KNOW- LEDGE

**LIFELONG LEARNING  
AT CBS**



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Photos: Kristian Holm, Bjarke MacCarthy  
and Ursula Bach

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# THE WORLD IS CALLING FOR MORE KNOWLEDGE

The green transition, digital transformation, globalisation and new ways of working are all revolutionising our world. But with maximum effort on our part, these dramatic changes also offer new opportunities – for us as individuals, for workplaces and for society at large. In the private and public sectors, both nationally and internationally, we are dependent on innovative business development and effective organisation, which require highly skilled key workers, the right leadership skills and sound knowledge of business. A thorough understanding of your own organisation is crucial, as is your vision. This is where lifelong learning at CBS comes in. Continuing education is pivotal to solving the complex challenges of our time. Lifelong learning enables us to develop the critical thinking, problem-solving and collaboration skills that are necessary to tackle the challenges of today and tomorrow.



» *With lifelong learning we want to offer people opportunities to learn and become involved throughout their lives to achieve a better society and a living democracy.*

Rasmus Johnsen, vice dean for Lifelong Learning at CBS

Our flexible executive programmes are designed to harmonise with your employees' careers and their private lives. They can start a programme at any time and extend its duration to maintain a good work-life balance, while acquiring the knowledge and tools they need to fulfil the company's goals and ambitions. The participants can build a programme according to their needs by putting together courses that are continually being developed. The teaching always focuses on the individual development of the participants and that of the organisation.

# MEET OUR AMBASSADORS



» I can unreservedly say that the Graduate Diploma in Business Administration offers an excellent additional qualification for anyone with an expertise in a subject other than business or economics and who wants to move ahead in their career.

Amalie Karnøe, strategic business developer,  
Lindhardt and Ringhof



» The quality of the teaching hinges very much on the students' motivation. Which is why we have the framework for an optimal learning environment – after all, our students all sign up for a programme for one and the same reason: to learn. They are here to hone their skills. It's a privilege to teach students with such inquisitive minds, whatever their age or professional background.

Thomas Poulsen,  
programme coordinator,  
the Graduate Diploma in  
Business Administration,  
HD2 Business



» Nominating one of our executives to participate in the CBS EMBA has proven to be a very good investment for PensionDanmark. The outcome of the final thesis has been highly relevant for the company, and we have implemented various recommendations.”

Torben Möger Pedersen, CEO  
PensionDanmark

# 3 ADVANTAGES FOR YOUR ORGANISATION

1

## Value from day one

Our students say that they are able to directly transfer their new knowledge and skills to their daily work because the teaching is based on concrete projects and issues from their day-to-day activities.

2

## Flexibility

Our executive programmes are flexible. Students can start off with a single course and add more as they go along in order to put together a complete programme. Some programmes are completely online or include online courses, and they also offer individual participants flexibility by giving them the opportunity to design a programme that is individually tailored to their professional and personal development.

3

## Recruitment and retention

Opportunities for continuing education are a crucial factor in employee retention and job satisfaction.

» *Staying at the top means that we have to keep educating ourselves.*

Henrik Fleron,  
HR COO, DSV

# OVERVIEW OF STUDY PROGRAMMES

## FULL-TIME PROGRAMMES

**Graduate programmes**  
2 years (120 ECTS)

**Corporate graduate programmes**  
4 years, part-time  
(120 ECTS)

**Bachelor programmes**  
3 years (180 ECTS)

**Professional Bachelor programmes**  
3½ years (210 ECTS)

**Vocational Training programmes**  
2 years (120 ECTS)

## CONTINUING EDUCATION

### Master programmes\*

2-6 years (60 ECTS)

*See p. 10*

### MBA programmes

1-2 years (60 ECTS)

*See p. 11*

### Graduate Diploma programmes\*

HD2

2-6 years (60 ECTS)

*See p. 9*

### HD1\*

2-6 years (60 ECTS)

*See p. 9*

### Academy Profession programmes

2-6 years (60 ECTS)

Work experience

\*CBS also offers other courses in a variety of different subject areas. Read more on p. 12.



# EXECUTIVE EDUCATION AT CBS

» *New knowledge and contact with other sectors spark new reflections. The graduate diploma programme gave me a good grounding in organisational theory. Now I'm gaining a deeper knowledge of management on my master programme because I've moved on to a management position after working in customer relations.*

Louise Helmer, CEO at VikingGenetics, Graduate Diploma in Business Administration, Organisation and Management (2003) and Master of Business Development (2021)

## **Graduate Diploma programmes (HD)**

A flexible, graduate diploma in business administration is for anyone who wants to acquire a solid foundation for understanding and operating in any type of company or organisation. The graduate diploma is offered both as stand-alone courses and as independent study programmes at two levels:

HD1: Basic training in business management providing the theoretical and methodological foundation in preparation for HD2.

HD2: A choice of ten specialisations that allows you to immerse yourself in a particular field while obtaining the Graduate Diploma in Business Administration.

## **Master programmes**

Our ambition is to educate those who are playing a role in developing Denmark. Through teaching based on research that is closely linked to day-to-day business practice, we train specialists and leaders from the public and private sectors to analyse and change their practice. Management, business development and taxation are some of the main specialisations. Choose an individual course or a complete programme, whichever is best for your organisation.

## **MBA programmes**

An MBA is an advanced general management degree that equips students with a broad range of business skills, enabling them to understand the complexities of the corporate world. It offers a holistic perspective on organisational dynamics, market trends and strategic decision-making, preparing graduates to tackle multifaceted business challenges.



# GRADUATE DIPLOMA PROGRAMMES (HD)

*Do a qualification on your terms*

## Flexible teaching

The courses are generally taught outside normal working hours, allowing students to pursue their career and take care of family life at the same time. Some programmes also offer daytime teaching on weekdays or at weekends.

## Online or on campus

All programmes have on-campus teaching and many offer online teaching, giving the students flexibility in their working life and private life and enabling them to take the courses from abroad.

## Complete programme or stand-alone courses

The graduate diploma can be taken either as a complete programme or as stand-alone courses. The standard duration for the complete programme is two years part-time each for part 1 (HD1) and for part 2 (HD2) but can be customised and extended according to the student's individual needs.

## Specialisations on our Graduate Diploma in Business Administration (HD2)

- HD2 Accounting and Financial Management
- HD2 Business
- HD2 Finance
- HD2 Financial Planning
- HD2 International Business
- HD2 Management Accounting and Performance Management
- HD2 Maritime
- HD2 Organisation and Management
- HD2 Strategic Sales and Marketing
- HD2 Supply Chain Management

## Fees:

### HD1 courses:

5 ECTS – DKK 4,000

10 ECTS – DKK 8,000

### Complete programme:

DKK 48,000

### HD2-kurser:

5 ECTS – DKK 5,750

10 ECTS – DKK 11,500

### Complete programme:

DKK 69,000

## Admission requirements:

### HD1:

Upper secondary school leaving qualification or equivalent level.

### HD2:

Qualification giving direct admission (e.g. HD1) and at least two years of relevant professional experience.

## Programme start:

All of our Graduate Diploma programmes admit students in the summer and teaching begins in August/September. A number of them also admit students in the winter, with classes commencing in early February.

Scan the QR code or read more here:  
[efteruddannelse.cbs.dk/hd](https://efteruddannelse.cbs.dk/hd)



# MASTER PROGRAMMES

*Programmes that give you and your organisation a boost*

There are four different master programmes to choose from at CBS.

## **Master of Business Development (MBD)**

Intended for specialists and managers who are seeking to challenge and better themselves and their company's business, this programme focuses on business development, digitalisation and leadership. Students can take stand-alone courses or the complete master programme in Danish or in English and it can be done flexibly over a period of two to six years.

## **Master of Public Governance (MPG)**

Leaders in the public sector manage complex challenges in the competing spheres of interest of policymakers, citizens and diverse professions, requiring them to be discerning and resolute. The MPG educates thoughtful and dynamic leaders. Students can choose stand-alone courses or take the complete master programme, which can be done flexibly over a period of two to six years or in a fixed group over 2.5 years.

## **Master of Tax**

Transform your competences into expertise through a master programme specialising in direct and indirect taxes, where you can meet tax specialists from the Danish private and public sectors. Students can take stand-alone courses or the complete master programme, and accountants and lawyers can take the programme courses as part of their compulsory continuing education.

## **Master of Management Development (MMD)**

This master programme focuses entirely on leadership: personal development and the company's transformation. The programme brings together a team of public- and private-sector leaders for two years to strengthen their personal leadership and personal development so that they can be a force for change in their organisations.

### **Fees:**

*Courses:*

From DKK 10,500

*Complete programme:*

DKK 138,000-216,000 (excluding cost of materials and other expenses).

### **Admission requirements:**

Relevant bachelor's degree or graduate diploma (e.g. HD2). Minimum two years' relevant professional experience.

### **Programme start:**

Once the participants have selected the courses they can start, meaning that it is possible to commence the Master programmes at any time during the year. If you or your employees wish to be in one of the fixed groups at MPG or MMD, please contact us and we will help you get started.



Scan the QR code or read more here:  
[efteruddannelse.cbs.dk/en/master](https://efteruddannelse.cbs.dk/en/master)

# MBA PROGRAMMES

*Invest in your organisation's future by investing in those who show potential*

## Executive MBA (EMBA) and Executive Certificates

Created for mid-career and top executives, the CBS EMBA and Executive Certificates are designed to support real-world applicability and provide a platform for your company's leaders to develop the necessary skill sets to navigate turbulent global business environments. EMBA graduates become invaluable assets to their organisations and often make a dramatic and lasting impact thanks to the wide-ranging skill sets they develop during the programme.

### Programme:

Two years, part-time (four days a month on average) or four shorter Executive Certificates, taken one at a time and on campus.

## Executive MBA in Shipping and Logistics (Blue MBA)

Officially recognised as the No. 1 shipping and logistics programme in the world, the Blue MBA is designed specifically to give high-potential shipping professionals unrivalled insight into a unique industry. Our participants function as changemakers and leaders in this shifting landscape.

### Programme:

Two years, part-time and on campus.

## Full-time MBA (Copenhagen MBA)

Designed for early and mid-career professionals, the Copenhagen MBA prepares participants to manage, lead and transform businesses by gradually building up their skills and knowledge over the course of an intensive year. Participants finish off their MBA with a work placement with a Danish or international company – known as the Internship project. Under the guidance of our faculty and company executives, the four-month internship project is an opportunity to bring value to both the MBA candidate and the partner companies.

### Programme:

One year, full-time and on campus.

### Fees:

*Executive Certificates:*

DKK 60,000-145,000

*EMBA:*

DKK 425,000

*Blue MBA:*

DKK 360,000

*Full-Time MBA:*

DKK 350,000

### Admission requirements:

Visit our website to learn more about the eligibility criteria for each programme.

### Programme start:

*EMBA and Executive Certificates:*

Two times a year in May and September.

*Blue MBA:*

Every other year, next intake September 2025.

*Full-Time MBA:*

Once a year, every October.



Scan the QR code or read more here:  
[efteruddannelse.cbs.dk/mba](https://efteruddannelse.cbs.dk/mba)



Interested in learning more about hosting an MBA internship project or recruiting an MBA candidate? Reach out to Maria Valentin Palgaard, our MBA Business Development Manager at [mvp.mba@cbs.dk](mailto:mvp.mba@cbs.dk)

# UPGRADE YOUR SKILLS WITH COURSES AT CBS

If you have one or more employees who need to develop their skills in a specific area, we offer more than 100 different courses on, for example digitalisation, ESG, marketing, management and much more – all about business. You can study on campus, using blended learning (combination of online and on campus) or solely online.

## **Price and level**

CBS is committed to developing flexible continuing education programmes. Some people need to upgrade their existing skills, while others are looking for programmes to help them develop skills in completely new disciplines. Different needs require different types of training and programmes, which is why we offer courses with 5 to 13 ECTS and ranging in price from DKK 4,000 to 21,000.



## SELECTED COURSES FROM GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (HD)

### Strategy and Decision Making

Learn to take the right decisions. With this course, you will receive the tools and insights you need to be able to make strategic decisions. There will be a special emphasis on recent trends in industrial and strategic dynamics as they relate to digitization of firm processes and digital transformation at the sector and market level.

*Price:* DKK 5,750

*Level:* 5 ECTS (HD2)

### International Change Management – a project-based leadership approach

This course provides the student with a set of methods and tools for responding to strategic changes in the international business of companies and organisations in turbulent times. Drivers of change may include the disruption of international markets and supply chains, the digital and technology revolution, competitive pressure, climate change, and organisational restructuring.

*Price:* DKK 5,750

*Level:* 5 ECTS (HD2)

### The Digital Supply Chain

With this course, you will get a solid insight into how you integrate modern information and communication technologies into the key processes in supply chain management. You will, among other things, get updated knowledge and tools to identify, analyze and design business models based on digital technologies.

*Price:* DKK 5,750

*Level:* 5 ECTS (HD2)

### Negotiation and Relationship Management

Negotiations are often an important aspect of strategic business relationships and have a substantial impact on value creation. In this course, you learn how to claim and create value in negotiations and business relationships, how to communicate and achieve your goals, and how to build or restore trust for long-lasting relationships.

*Price:* DKK 5,750

*Level:* ECTS (HD2)

### Business Analytics – data-driven decision making

This course provides participants with knowledge about phenomena related to business intelligence & data intelligence, and the necessary skills that help them to appraise business approaches to deal with these phenomena in an effective way. You will, among other things, get updated knowledge on artificial intelligence and predictive approaches.

*Price:* DKK 5,750

*Level:* 5 ECTS (HD2)

### Behavioural Finance

The course will provide you with an understanding of how human psychology leads to biases and mistakes in the financial decisions of others and potentially of yourself. Through an awareness of these biases and mistakes, students will be better able to mitigate them as finance industry professionals, managers in non-financial firms, and investors of their own money.

*Price:* DKK 5,750

*Level:* 5 ECTS (HD2)

### Sustainable Supply Chains and Circular Economy

The course gives you an overview of the current development within sustainability, i.e. when it comes to coherence in supply chains. You gain knowledge about logistics, procurement methods and tools to implement circularity. And you gain the competence to see the opportunities that the circular business method provides.

*Price:* DKK 5,750

*Level:* 5 ECTS (HD2)

## SELECTED COURSES FROM MASTER OF BUSINESS DEVELOPMENT (MBD)

### Business Development

With this course you will receive the tools and insights you need to be able to analyse and pinpoint challenges within the existing as well as new business models.

*Price:* DKK 21,000

*Level:* 5 ECTS

### Leadership – creating and driving development

This course is based on the participants' own practical work situations and combines concrete experiences with a wide range of research texts and theory.

*Price:* DKK 18,000

*Level:* 5 ECTS

### Managing Open Innovation

The course discusses the value of sourcing external knowledge and introduces you to open innovation management theory and processes.

*Price:* DKK 18,000

*Level:* 5 ECTS

### Developing Digital Business

This course introduces you to the new competitive rules of the digital economy and the emergence of platform-based business models.

*Price:* DKK 18,000

*Level:* 5 ECTS

### Digital Strategy

This course is about how to strategize in the digital economy. The course will focus on a few major and lasting themes that are unique to the digital economy and the unprecedented challenges these pose to digital strategy.

*Price:* DKK 10,500

*Level:* 3 ECTS

### Business Data Analytics

This course provides participants with a deep understanding of the nature of business data analytics, and a practical toolkit on how to transform internal (in-house) and external big datasets into business assets.

*Price:* DKK 21,000

*Level:* 6 ECTS

### ESG – Policies, Metrics and Data

This course aims to provide participants with an overview of the key themes and considerations in the field of ESG and will provide the tools to analyse, apply and develop ESG metrics effectively.

*Price:* DKK 10,500

*Level:* 3 ECTS

# EVENTS AT CBS

## GAIN NEW KNOWLEDGE AND INSPIRATION

Every semester you and your colleagues have the opportunity to participate in 4-6 events with up-to-date topics on the agenda. There is a broad range of topics within society and business.

Our events are open to everyone – CBS students, alumni and other interested parties – who wish to gain insight into the latest knowledge from our researchers.

Examples of past topics:

- Managing supply chains
- Digital marketing trends
- Investment behaviours
- Quantum computing in business
- Developing leadership skills

## JOIN OUR EVENTS

Sign up for our upcoming events and newsletter:  
[lifelonglearning.cbs.dk](https://lifelonglearning.cbs.dk)



Scan the QR code



» At CBS, we come with diverse backgrounds and a wide range of skills, which means we learn a great deal from one another.

Peter Bøgh Dahl, CFO  
Sticks'n'Sushi







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Continuing education since

**1917**

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**3,500**

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Master students

**160**

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MBA students

**3,900**

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Graduate diploma students

**700+**

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Faculty

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**CBS**

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Would you like to know more about what CBS has  
to offer your company or organisation?  
Write us at [executiveeducation@cbs.dk](mailto:executiveeducation@cbs.dk)