

# Executive CBA

Strategy, Innovation  
& Growth





## Welcome

Our fast changing world demands a constant focus on adapting our business models. Consistent growth require a commitment to strategy and innovation, and growth is only getting tougher in the face of new market dynamics: rising consumer expectations, increasing competition, and digital disruption.

The Executive CBA - **Strategy, Innovation & Growth** empowers you with the capabilities of re-thinking your business strategy and to explore new paths to ensure future development and growth. Learn how to spot opportunities, drive innovation and develop a strategic mindset.

At this Executive CBA you are offered a new perspective on the future role of the successful business leader. You will benefit from an individual leadership development process that will make you a stronger team leader and able to lead with vision and purpose.

The Executive CBA program is delivered by hand-picked faculty from some of the world's best business schools. Additionally, it offers the tools and knowledge you need to increase your career opportunities and allow you to take charge of your own future.

The Executive CBA is a complete international leadership program. Furthermore, the Executive CBA also serves as part of the AVT Executive MBA if you wish to complete a master degree later on.

Welcome to **AVT Business School**.



## What is unique about the CBA?

- 1 Learn from the Best. On the AVT Executive CBA, you will learn from world-class professors.
- 2 The most flexible executive program. You can tailor the development to your needs and wants.
- 3 Cutting-edge content. Content to solve today's business challenges.
- 4 Tools and knowledge. Global outlook and a practical approach to improve business outcome.





## World-Class Professors

The teachers at AVT Business School are visiting professors handpicked from some of the world's most prestigious and renowned business schools. They are international experts in their fields and known for their ability to provide students with an engaging and first-rate learning experience.

During this CBA program, you will meet professors from schools such as INSEAD, Harvard University and Harvard Business School. All top-rated schools with strong academic credentials.

Many of the teachers have built significant business careers in the United States and Europe and are able to offer a first-hand and global perspective on business and leadership.



# Program Overview

The Executive CBA - Strategy, Innovation and Growth program kicks off in January and September. The program contains 6 courses studied over a period of 8 months. Each course is a two day workshop at AVT Business School with faculty from the world's leading business schools:

- 1 Strategy**  
Professor Susan Lynch, INSEAD
- 2 Leading Organizational Change**  
Professor Gabrielle Adams, University of Virginia
- 3 Building Leadership Teams**  
Visiting Scholar Ruth Wageman, Harvard University
- 4 Disruptive Innovation**  
Professor Rory McDonald, Harvard Business School
- 5 The Innovator's Method**  
Harvard Business Publishing Bestselling Author, Curtis Lefrandt
- 6 Corporate Entrepreneurship**  
Professor Michelle Rogan, Imperial College London





## Susan Lynch

Adjunct Professor of Strategy

INSEAD

Susan Lynch has a Ph.D. in Strategic and International Management from London Business School and teaches courses in strategy and strategy implementation to MBAs and executives.

Her research lies at the intersection of strategy implementation and organizational change. Prior to commencing her Ph.D., Professor Lynch spent over 7 years as a management consultant with McKinsey & Company in New York and Sydney, consulting to multinational companies.

# Strategy

September 26 & 27, 2024

Why are some companies more successful than others? What does strategy have to do with it? Answering these questions are critical for leaders who wish to drive and partner in strategic decision making and execution in their organizations.

This course is designed to develop your strategic thinking skills to enable you to better evaluate, design, and implement strategy.

We will introduce strategy tools and concepts and apply these to both leading companies and to a real business situation you (or potentially your clients or customers) are facing.

The cases and contexts we explore will allow us to consider both the dynamic and global aspects of strategic management.

## Learning Objectives

- Analyze the internal and external factors in order to develop and execute a corporate strategy
- Think strategically, analyze the competitive environment and recommend corporate positioning
- Identify target opportunities and execution challenges in own organization



# Leading Organizational Change

October 31 & November 1, 2024

In a faster changing world in which firms must deal with unpredictable changes in the economical, technological and political context, general management is confronted with the major challenge to adjust or to transform their organizations to stay profitable and sustainable. Most change efforts boil down to the same mission: Can you get people to start behaving in a new way?

Figuring out what needs to change is often easier than actually making change happen. Therefore, this course is meant to help you develop the theoretical frameworks and practical skills necessary to become an effective change agent in whatever situation you find yourself. We will explore the psychology of sustainable behavior change and how we, as leaders, can apply this to transform organizations.

## Learning Objectives

- Understand core topics and principles relevant to leading and achieving change
- Effectively apply psychological principles to change problem
- Create plans for improving your management and leadership practice



**Gabrielle Adams**

Assistant Professor of  
Public Policy and Psychology

University of Virginia

Gabrielle teaches courses on leadership, power, and organizational politics; interpersonal and group dynamics. She has also taught executive education programs for top management teams in both public and private sectors.

In 2014 she was honored as one of the Poets & Quants' 40 Best Business School Professors Under 40. At UVA, she teaches the Foundations of Behavioral Science course and is the course director for Batten's inaugural executive education program.

# Building Leadership Teams

December 4 & 5, 2024

Leaders are facing rapid change and disrupted contexts. Therefore, the need for effective leadership teams is more important than ever. But turning individuals into a cohesive and productive team is far from straightforward. However, with the right approach and the right design the potential of effective leadership teams is enormous. They allow us to draw on the rich pool of knowledge, talent, experience, and perspective of our most accomplished leaders in detecting opportunities, developing adaptive, innovative strategies, and steering the organization to sustainable success.

In this course, we address the pivotal question: What can you, as a senior leader, do to develop your leadership team into a superb team? What features can you put in place and which leadership choices can you make to get the most out of a fully aligned, smart, adaptive leadership team?

## Learning Objectives

- Understand the fundamental conditions needed for an effective leadership team
- Apply an evidence-based framework to your own team and understand its strengths and weaknesses
- Create plans for improving your own leadership of your team



Ruth Wageman

Visiting Scholar

Harvard University

Ruth is one of the foremost scholars and practitioners studying and working with teams, especially leadership teams. The core of Ruth's research has been focused on the conditions that influence superb team performance, resulting in the 6 Team Conditions.

Ruth's current work focuses on building collaborative leadership capacity within and across organizations, studying and working with teams whose purpose is to solve complex problems and lead system transformation.

Ruth has been a professor at Columbia, Dartmouth, and Harvard and has a PhD from Harvard University.





# Disruptive Innovation

January 9 & 10, 2025

Leaders who aspire to run successful organizations need to develop and execute a winning business formula. This course is about understanding disruption and its role in creating new growth while at the same time acknowledging the limitations of traditional theoretical approaches to strategy and innovation. We focus on how to build and sustain a successful enterprise in the face of rapidly changing environments.

You will explore how the role as general manager relates to stimulating innovation. And during this process you will work with leading theory and tools to harness critical expertise from around the globe and learn how to apply it into your own organization.

## Learning Objectives

- Provide a set of worldclass theories and practical frameworks for thinking about strategy and innovation
- Grasp the key elements of business model analysis
- Develop a competence for dealing with practical managerial issues and opportunities



**Rory M. McDonald**

Assistant Professor of  
Business Administration

Harvard Business School

Rory M. McDonald is a Professor of Business Administration in the Technology and Operations Management Unit at Harvard Business School.

Professor McDonald holds an MBA and a PhD from Stanford University. Rory McDonald is the co-writer of a range of Harvard Cases and leading articles on innovation.

Together with his mentor, Clayton Christensen, he has published articles as 'What is Disruptive Innovation?'. In 2022 Rory M. McDonald published the book 'Productive Tensions – How every leader can tackle innovation's toughest trade-offs'.



## Curtis Lefrandt

Harvard Business Publishing  
Bestselling Author

Curtis Lefrandt has developed a range of innovation training offerings and tools designed to help organizations build a culture and capability of innovation in his consulting company iDNA.

Lefrandt is a frequent keynote speaker, facilitator, and trainer of innovation for a range of industries and Fortune 500 organizations, including, Johnson & Johnson, Cisco, Danaher, and Caterpillar.

Prior to iDNA, Lefrandt worked as a consultant at Innosight, in venture capital investing, and as part of the iPod team at Apple.

# The Innovator's Method

February 3 & 4, 2025

Many organizations are designed for execution, not innovation. But as uncertainty increases in the world, the way we manage must change to meet these circumstances. This course teaches managers and leaders new practices to bring new products and services into the market. These practices are called The Innovator's Method. The concept is an end-to-end process inside established organizations through a series of experimentation cycles that resolve the uncertainties around the problem you're trying to solve, the solution you propose, and the business model to take your solution to market.

The tools emerge from lean start-up, design thinking, and agile software development that are revolutionizing how new ideas are created, refined, and brought to market. To date this Method has helped entrepreneurs, designers, and software developers manage uncertainty - through cheap and rapid experiments that systematically lower failure rates and risk.

## Learning Objectives

- Generate insights from practicing the five discovery skills
- Conduct qualitative research with customers and potential customers to better understand the problem to be solved
- Generate solutions and rapidly test them to increase speed to market and decrease risk



# Corporate Entrepreneurship

March 6 & 7, 2025

For corporations to stay innovative and competitive, the ability to manage entrepreneurially is paramount. But how do you build new businesses inside established organizations?

Often the issue is not generating new innovative ideas, but rather how to eliminate organizational and structural obstacles. Whether the purpose is starting new lines of business or new product units, setting up new practice areas or offices in new geographies, or perhaps creating new joint ventures, this course addresses the business building processes and its challenges.

One of the focus areas is to learn tactics for dealing with the social and political challenges to securing support for a new business idea. This includes the leadership challenges associated with innovation including recruiting and retaining entrepreneurial employees.

## Learning Objectives

- Understand the principles of entrepreneurship and apply this knowledge to new entrepreneurial ventures
- Identify possible organizational design solutions to overcoming innovation problems inside established corporations
- Understand how and why entrepreneurship starts, why it fails and what can be learned from the mistakes of others



Michelle Rogan

Professor of Strategy  
and Entrepreneurship

Imperial College London

From 2006 to 2017 Michelle Rogan served as faculty at INSEAD. Rogan holds a PhD in Strategy from London Business School. In 2013, she was a visiting scholar at Stanford Graduate School of Business.

Michelle worked for several years as a management consultant at Accenture in San Francisco where she was involved in the implementation of large-scale change initiatives including corporate entrepreneurship efforts in global technology firms.

## Harvard Learning Methods

AVT is a Danish business school with a global outlook and an American approach to learning. The Executive CBA program is based on best practice from the real business world and offers access to an international faculty of professors from elite business schools. You will therefore acquire the tools and knowledge you need to address the real-life challenges in your team and organization - all modules are completed by an individual assignment where you demonstrate how you can apply your learnings into your business context.

A central part of the experience at AVT Business School is the Case Learning Method developed by Harvard Business School. It allows students to learn from genuine business challenges – and to explore how international companies address critical issues.





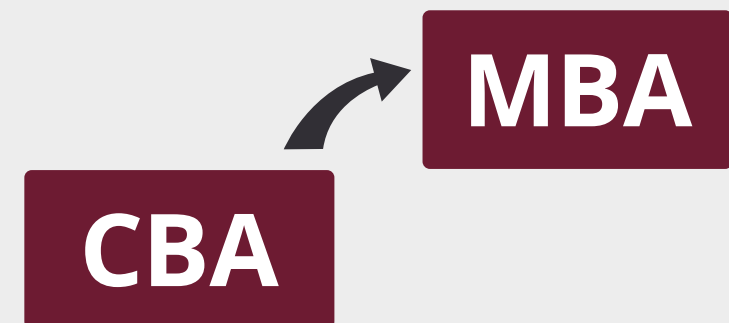
## The Next Level

The Executive CBA – Part of the Executive MBA

The Executive MBA program at AVT Business School contains three CBA modules:

- The Executive CBA - Strategy, Innovation & Growth (8 months)
- The Executive CBA - Purpose, People & Performance (8 months)
- The Executive CBA - Digital, Leadership & Transformation (8 months)

Your Executive CBA is your ticket to the full MBA degree if you aspire for that. The three different modules provides the same structure, but offer different courses that will further develop your skills as a business manager and leader. Completion of the three CBAs plus a final project assignment will earn you AVT's accredited Executive MBA.



## AMBA Accredited

The Executive CBA program is one third of the Executive MBA. Executive programs may look more or less the same at first glance, but in fact they are different in many ways. If you take a closer look, you will find that the schools have taken completely different approaches to their Executive MBA programs.

Therefore, make sure that you read the small print and check if the school holds the official accreditation from the international Association of MBAs (AMBA). That is your guarantee that the school abides by the international rules and standards and that your degree is recognized anywhere in the world.

AVT Business School has been AMBA accredited since 2012 and was re-awarded in 2018.



*“To me it was important  
that the program is taught by  
professors from the world’s  
leading business schools”*

Kenneth V. Mortensen  
Equity Partner, Amrop A/S



## AVT at a Glance

Our purpose is to deliver world-class learning experiences so that professionals develop superior competencies. We believe that it is done best, by bringing world-class faculty from around the world to AVT and help the executive students develop their skills and capabilities.

# 2.500

Managers and leaders have completed a program at AVT Business School

# 75%

Implementation rate of strategic projects

## Unique, Flexible & Visionary

The programs and courses offered at AVT Business School have been designed to provide you with the tools and knowledge you need to grow. We strive to offer you the most flexible executive program, in order for you to tailor the development to your needs and wants.

## Tuition Fee

114,500 DKK exclusive of VAT.

The fee includes all materials and food & catering during workshops.

## Funding

In many cases, it is the employer that pays for the education and there is no need for additional funding. However, if you need to pay for the Executive CBA yourself, there are ways to subsidize the fee.

### Scholarships Opportunities

If you wish to apply for the CBA program but having difficulties with the funding in your organization, there are several opportunities to gain a scholarship to help you. Read more on [avt.dk/legater](http://avt.dk/legater) or call us at +45 7020 8828 and we are happy to guide you.







## Location

Some people say that it is all about location, location, location – and if so, AVT Business School is the place to be. Situated in the heart of Copenhagen – right between Amalienborg Castle and Nyhavn with The Playhouse and waterfront down the street – AVT Business School has found its home in the middle of Sankt Annæ Plads.

The building itself is a beautiful, whitewashed house from 1801 that has been home to a number of prominent people and on the list of protected building for almost a century. The rooms are bright and cheerful with high ceilings and ornamented walls that show the craftsmanship from two hundred years ago.

The school offers a modern auditorium that can hold up to 44 people, a cozy library and lounge, a café and meeting rooms that are not only used by current students for group work, but are also open to former students in need of a place to meet with clients or colleagues in the center of town.



## CEO Sessions

The Executive CBA program at AVT Business Schools includes two private sessions with the CEOs of major Danish and international companies.

The sessions are informal in their form to provide a comfortable and safe environment where CEOs can share their personal experiences and offer insight into the challenges of becoming and being a chief executive.

There is no fixed agenda as it is up to the CEO in question and the students in the class to decide what is most relevant to them and the current business environment.



Flemming Jensen  
CEO, DSB



Jeff Gravenhorst  
Former CEO, ISS



Carsten Dilling  
Chairman at SAS & NNIT



## Sparked any interest?

We would like to invite you for a personal interview with Executive Dean Jesper Nytoft Bergmann to discuss your plans for the future and to show you how AVT Business School can help you on your way.

The interview will focus on your professional aspirations and introduce you to the Executive CBA > MBA program and the practical tools and theoretical knowledge that can boost your career.

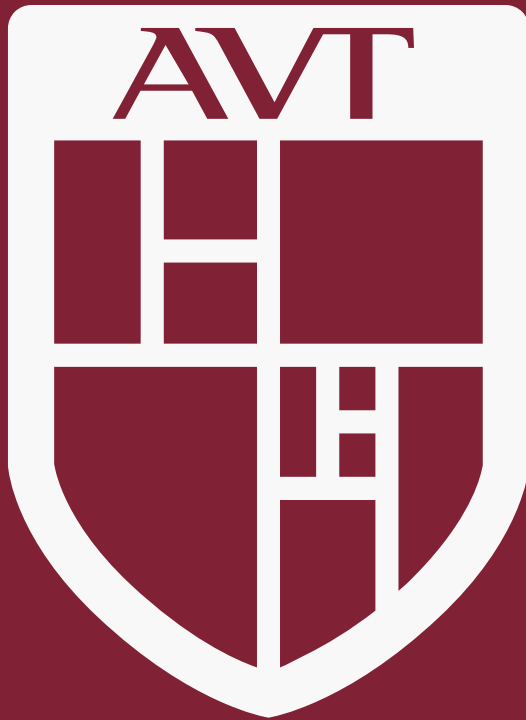
To arrange for an interview, simply visit our website at [avt.dk](http://avt.dk) and choose one of the available dates for a personal interview. We will be in touch shortly to agree on a time between 09:00 and 19:00 that suits you well.



Jesper Nytoft Bergmann

Executive Dean

[jnb@avt.dk](mailto:jnb@avt.dk)



**AVT Business School**

Learn from the Best

Sankt Annæ Plads 11  
1250 København K

[info@avt.dk](mailto:info@avt.dk)

+45 7020 8828

[avt.dk](http://avt.dk)