

CBA



ENTER NEXT LEVEL

NOTHING BEATS EXPERIENCE.

PROFESSOR DON KIEFFER, MIT, SLOAN SCHOOL OF MANAGEMENT,
LECTURER IN OPERATIONS MANAGEMENT AT CBA.

The Certificate in Business Administration (CBA) at AVT Business School is an intensive executive certificate program that spans the key topics and management disciplines of the MBA curriculum.

Participants in the CBA program strengthen their theoretical knowledge base and learn to apply theory profitably to their current business challenges in their respective industries. This program and its successor, the AVT MBA, offer a rigorous curriculum, which enables graduates to take their leadership skills to the next level.

The duration of the CBA program is six months. Often referred to as a mini MBA, it covers one-third of the complete AVT MBA curriculum and consists of approximately 600 hours of work and 150 classroom hours. These are equivalent to 20 ECTS (European Credit Transfer System) credits and two full days of classroom instruction each month.

A Program for the Real World

The CBA curriculum encompasses Strategy, Leadership, Marketing, Finance, Operations Management, Quantitative Analysis and Human Resources. The program promotes a modern, practical approach to the real-life issues within participants' own organizations utilizing proven business models and expert insights. Just as importantly, the CBA at AVT provides participants with the freedom to synchronize their studies with the ongoing demands of work and family life.

THE CBA PROGRAM MODULES 2012

- Kick-off and Case Study
- Accounting for Managers
- Quantitative Analysis
- Study Tour to Boston, USA
- Leadership & Organizational Behavior
- Financial Reporting & Analysis
- Operations Management
- Marketing
- Strategic Project Assignment
- Competition & Strategy
- Graduation



CBA participants benefit from the wisdom, experience and hands-on support of some of today's most distinguished executive educators.

The strength of the CBA program lies with the caliber of our faculty and the experience of our CBA participants. The program embodies more than 300 years of collective expertise and experience in business and management. AVT professors teach at America's leading business schools and are hand-selected based on their individual academic and professional merits. These elite educators are recognized authorities in their fields, each with many years of experience in the classroom and beyond.

The Method from Harvard

In delivering the CBA curriculum, AVT professors use the Case Learning Method developed by Harvard Business School. In this highly interactive approach, real-time case studies are combined with online resources, practice activities, checklists, self-assessments and expert feedback to provide an engaging and significant learning experience. The CBA classroom environment allows participants to develop the skills needed to apply what has been learned at AVT to their professional lives.

Study Tour to Boston, USA

The CBA program includes a unique study tour to Boston, USA, where three modules are taught at the MIT Endicott House and Harvard Faculty Club.

AVT FACULTY FROM:

- **Harvard University, USA**
Harvard Business School
- **New York University, USA**
Stern School of Business
- **Yale University, USA**
Yale School of Management
- **University of California, Berkeley, USA**
Haas School of Business
- **Northwestern University, USA**
Kellogg School of Management
- **MIT, USA**
Sloan School of Management
- **Virginia University, USA**
McIntire School of Commerce

FROM COPENHAGEN TO HARVARD AND BACK AGAIN.



For whom is the CBA Program Designed?

The AVT CBA program is designed primarily for mid-level managers representing a diverse range of organizations and industries. Most applicants have more than five years of management experience and have demonstrated considerable leadership potential. The CBA program is suitable for those with an academic education as well as those who are largely self-taught.

Admission Criteria

A minimum of five years of business experience is required for admission into the CBA program, and applicants must have an interview with a member of the AVT Admissions Committee. This interview will be conducted in English. The Admissions Committee makes the final decision on admission based on:

- Leadership potential
- Business and management experience
- Personal profile

Our selective admissions process is designed to ensure a class composition that maximizes the personal learning experience for each participant.

Assignments

Each CBA participant must complete individual papers and group papers during the course of the program. These papers relate to the participant's areas of responsibility and each require approximately 50 hours of work.

CBA participants must also complete an online e-learning program as well as an individual strategic project assignment at the conclusion of the program. The strategic project assignment requires approximately 100 hours of work.

Projects must be submitted to AVT faculty approximately 30 days after completion of classroom lectures. Papers will be graded using the American A-F grade scale and must receive a grade of 'C-' or better in order for the participant to graduate and receive his or her certificate.

Program Schedule

The duration of the CBA program is six months, which includes, on average, two full days of classroom education each month. All classes and instruction are conducted in English. All textbooks and additional educational materials are also in English. Detailed program calendars can be found at www.avt.dk.



Life Balance

At AVT, we understand that a balanced life makes for an engaged and enthusiastic learner. That's why our program has been designed to enable students to coordinate the demands of their work and family with those of their studies. We won't tell you it will be easy, but we will promise to do whatever we can to help you complete your program successfully.

Location

The CBA is taught at the AVT Business School on Sankt Annæ Plads, which is located in the heart of Copenhagen. This modern campus features an auditorium, meeting rooms and group work facilities.

Tuition Costs

The cost of the CBA program is DKK 169,800 (approx. €22,800) exclusive of VAT, per participant. This includes all teaching materials and cases from Harvard Business School Publishing, the study tour to Boston, USA, as well as room and board while on the tour.

Preparatory Programs

AVT offers 2-day preparatory courses: "Basic Accounting and Excel" and "Study Preparation & Techniques". The preparatory course cost is DKK 5,750, per course, exclusive of VAT. These preparatory courses are recommended for gaining maximum benefit from the CBA program, particularly if the applicant has neither prior nor recent academic training.

For further information about the CBA preparatory programs, please visit www.avt.dk.

Deadline for Application

The deadline for CBA application submission is June 15, 2012, and must include the applicant's CV. Early application is strongly recommended to facilitate scheduling of in-person interviews. An admission decision is typically delivered within ten business days following the admissions interview. Upon acceptance for admission to AVT, each successful candidate will be invoiced an application fee of DKK 4,450 (approx. €595).

INSPIRATION TOWARDS LIFELONG LEARNING.



**TOM GRØNNEGAARD KNUDSEN,
SR. DIRECTOR, A.P. MOLLER - MAERSK
AVT ALUMNI.**

Learning Philosophy

The objective of the CBA program is to transform each participant into an exceptional business leader. This means each person will become cognizant of their own skills and shortcomings, the needs of their organization, and the importance of working strategically with their company to achieve prosperity. It is important to remember that both you and your company are continually evolving, and since change never ceases to occur, neither should learning.

AVT Community

The CBA provides a wealth of advantages, both during the program and after its completion. Graduates become members of the AVT Alumni Network, which serves as a valuable

source of contacts and referrals throughout the remainder of their careers, as well as offering continuous learning in our Master Classes.

Enter The Next Level

AVT Business School is a learning community for ambitious people driven by a burning need to learn more. It attracts business people of different ages, backgrounds and sexes and unites them in their desire to develop. In their careers as well as their private lives. AVT students possess the courage to widen their horizons. To be visionary. To enter the next level

THE CBA PROGRAM CONTENT 2013

AUGUST - 2012

26th-27th : Kick-off and Case Study

- Faculty: **Nils Randrup**, MBA Associate Professor in Marketing & Strategy.

SEPTEMBER - 2012

27th-28th : Accounting for Managers

- Faculty: **Peter Clarke**, Ph.D. Associate Professor of Accountancy, UCD Quinn School of Business, University College Dublin (IRE).

OCTOBER - 2012

20th-21st : Quantitative Analysis

- Faculty: **Andy Shogan**, Ph.D. Lecturer Haas School at University of California, Berkeley.

NOVEMBER – STUDY TOUR TO BOSTON - 2012

11th-12th : Financial Reporting & Analysis

- Faculty: **Robert S. Kemp**, DBA Ramon W. Breeden, Sr. Research Professor, McIntire School of Commerce, University of Virginia.

13th-14th : Leadership & Organizational Behavior

- Faculty: **Laura Morgan Roberts**, Ph.D. Professor of Psychology, Culture and Organization Studies, Antioch University.

15th-16th : Operations Management

- Faculty: **Don Kieffer**, BS Engineering Senior Lecturer Operations Management, MIT Sloan School of Management at Massachusetts Institute of Technology.

DECEMBER - 2012

13th-15th : Marketing

- Faculty: **Nils Randrup**, MBA Associate Professor in Marketing & Strategy.

JANUARY - 2013

16th : Introduction to Strategic Project Assignment

- Faculty: **Nils Randrup**, MBA Associate Professor in Marketing & Strategy.

17th-19th : Competition & Strategy

- Faculty: **Paul Tiffany**, Ph.D. Senior Lecturer, Haas School of Business at University of California, Berkeley and **Steven D. Peterson**, Ph.D. Adjunct Lecturer, Haas School at University of California, Berkeley.

SEPTEMBER - 2013

19th : Graduation

CONTACT

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Download an application form and
read more at www.avt.dk

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