



APPLIES TO ACADEMIC YEAR 2012/2013

## **BIN 2801 Understanding Business Fundamentals and Business Development**

### **Programme**

Single courses

### **Responsible for the course**

Elbjørg G Standal

### **Department**

Department of Innovation and Economic Organisation

### **Term**

According to study plan

### **ECTS Credits**

15

### **Language of instruction**

Norwegian

### **Introduction**

The course was developed for businesses in the municipalities of Rindal, Halså and Surnadal and is a development programme for managers and middle managers in small and medium-sized businesses (SMB). The region wishes to stimulate growth and development of local business and therefore needs managers with knowledge of business development and a good understanding of the conditions for the existence and growth of SMBs. The aim of the programme is to provide a platform of fundamental expertise which will contribute to the development of managers in local business who will stimulate change and growth in existing firms, as well as understand the significance and challenges of creating new firms.

### **Learning outcome**

The overall learning outcome is the establishment of the foundations of a process which will contribute to the long-term development of course participants, their companies and employers.

#### **Knowledge:**

- Participants are to understand the most significant conditions in the fields of marketing, financial management and HRM.
- Participants are to understand how the fundamental knowledge of each individual allows participation in the operational as well as overall decision-making processes of a business.
- Participants are to understand the importance of leadership in business development

#### **Skills:**

- Participants are to gain insight into how one can participate actively in work on a firm's strategy development and processes, including being able to make an active contribution towards innovations processes and product development.
- Participants are to gain insight into developing necessary methods to act as leaders

#### **Attitudes:**

- The programme is to promote the respect of participants for the complexity involved in business development and management.
- The programme is to promote respect for the importance of different competence
- The programme it to promote the respect of participants for the importance of developing competence

### **Prerequisites**

None.

### **Compulsory reading**

#### **Books:**

Andreassen, Tor Wallin. 2006. Serviceledelse : planlegging og styring av sannhetens øyeblikk. 5. utg. Gyldendal Akademisk  
Berg, Morten Emil. 2008. Ledelse : verktøy og virkemidler. 3. utg. Universitetsforlaget  
Haaland, Frode Hübertz og Frode Dale. 2005. På randen av ledelse : en veiviser i førstegangsledelse. Gyldendal akademisk

Klofsten, Magnus. 2009. Affärsplattformen : entreprenören och företagets första år. 3. uppl. SNS Förlag  
Kotler, Philip. 2005. Markedsføringsledelse. 3. utg. Gyldendal akademisk. Kap. 1,2,4,6,7,8,9,13,15,16,18  
Roos, Göran, Georg von Krogh og Johan Roos. 2010. Strategi : en innføring. 5. utg. Fagbokforlaget  
Standal, Elbjørg Gui og Arild I. Søland. 2005. Håndbok i økonomi for styremedlemmer. 2. utg.. Universitetsforlaget

#### **Articles:**

T - Pensumstoffet suppleres med aktuelle artikler, basert på forskning og undersøkelser.

#### **Recommended reading**

##### **Books:**

Hoveland, Nils P. 2012. Entreprenørskap og innovasjonsledelse. 2. utg. Cappelen Damm akademisk  
Jacobsen, Dag Ingvar og Jan Thorsvik. 2007. Hvordan organisasjoner fungerer. 3. utg. Fagbokforlaget  
Levorsen, Stein O. 2010. Styrearbeid i praksis : innføring i styrets hovedoppgaver og arbeidsform med eksempler og bedriftshistorier. 7. utg. Universitetsforlaget. 92 s  
Meyer, Siri. 2007. Det innovative mennesket. Fagbokforlaget. 128 s  
Spilling, Olav R., red. 2006. Entreprenørskap på norsk. 2. utg. Fagbokforlaget. 266 s

#### **Course outline**

Business Development  
Management  
Strategy, innovation and development  
Marketing  
Practical accounting and financial management  
HR and personnel management  
Managing change and growth

#### **Computer-based tools**

Participants must be able to master word processing, spreadsheets and presentation programmes.

#### **Learning process and workload**

The programme runs over 10 whole days, totalling 80 hours. Tuition will consist of five 2-day seminars combining lectures and group work. A total of 4 hours supervision will be given to each group in the time periods between seminars.

Participation in the lectures	80 hours
Preparation for lectures	160 hours
Term paper	80 hours
Written tasks	30 hours
Individual work/group work	50 hours

#### **Examination**

Students will be evaluated as follows: a 72 hour individual home examination half way through the course and an assignment at the end of the course which is written in groups of up to 3 persons. Both sections of the evaluation must be completed and passed for a course certificate to be used.

#### **Examination code(s)**

BIN 28011 - Individual home exam, counting 40% towards a pass grade in BIN 2801 (15 ECTS credits).

BIN 28012 – Specialist Assignment, counting 60% towards a pass grade in BIN 2801 (15 ECTS credits).

#### **Examination support materials**

All written aids

#### **Re-sit examination**

Makeup examinations take place in conjunction with the next scheduled course.

## **Additional information**

### **Seminar 1 – Opening Seminar**

#### *Day 1 – Introduction to business development*

Give participants an overall platform for both the subject and the pedagogical process, including setting up teams among participants.

Give a basic introduction to the concept of business development.

Examine the contexts which apply to all firms, namely the totality connected to framework business conditions, as well as internal and external processes. Central topics are connections between operations, production, development, the market, finance, personnel ##OBS! dere skriver personal??##, strategy and business management.

#### *Day 2 – Introduction to Management*

What is management?

The main topic will be a general introduction to management focusing on the role of the middle manager. A supplementary topic will be a general understanding of the concept of management and the role of a manager. The day's topics are also connected to the challenges inherent in tackling the transition from specialist professional to manager – “a change of identity”. The consequences of the impact of different organisational cultures on different management conditions and management styles will also be examined.

### **Seminar 2**

#### *Day 1 and 2 – Strategy, innovation and development*

The main topic will be understanding what strategy is, strategic analysis, strategic planning, innovation and creativity – product development, business organisation and change/re-organisation as a consequence of strategic management and development.

### **Seminar 3**

#### *Day 1 and 2 – Marketing*

The seminar aims to allow participants to develop an understanding of the concept of marketing and how we must distinguish our understanding of positive attitudes from actual actions. In addition, the manner in which the market influences and determines company processes will be examined, and also how a company should organise itself with respect to choice and servicing of markets and customer groups.

The main topic for the above will be an introduction to a fundamental understanding of marketing, the marketing of services, market analysis/market evaluations and market planning.

### **Seminar 4**

#### *Day 1 and 2 – Practical accounting and financial management*

The seminar aims to provide participants with a basic understanding of key areas of financial management. This includes being able to understand the basics in company accounts and being able to contribute to production of calculations and budgets. The demands made on financial management are examined, as is the work required of an accountant and other suppliers of financial services. The topics are understanding accounts, budgeting, calculation and pricing, financing and investing, and overall as well as operational financial management.

### **Seminar 5**

#### *Day 1 – HR and personnel management*

Understanding the role of management will be a key element of this final seminar. A manager must relate to internal and external processes and the work and tasks of a board are therefore also part of this seminar. Another topic to be discussed will be how internal and external processes enable growth and change.

The day will finish with an overview of all the topics studied during the programme.