



APPLIES TO ACADEMIC YEAR 2016/2017

## **BIN 3076 Development for increased competitiveness**

### **Programme**

#### **Responsible for the course**

Espen Skaldehaug

#### **Department**

Department of Accounting - Auditing and Business Analytics

#### **Term**

According to study plan

#### **ECTS Credits**

30

#### **Language of instruction**

Norwegian

#### **Introduction**

This program is a corporate program for middle managers in various parts of an industrial company's operational activities. It focuses on providing knowledge and skills to the participants to improve their ability to systematically strengthen the competitiveness of their company. The program shall give the participants a better understanding of the firm's market-, organizational- and industrial challenges and give them new ways of thinking, new knowledge, methods and tools to develop new or to improve existing solutions and practices. This in particular concerns understanding of and using of "lean" principles, innovation- and project management methods and tools, better understanding of governance-, interaction-, and coordination challenges in complex supply chains and sales- and marketing channels, and of the use of integrated communication- and control-systems in efforts to reach systematic improvements. Furthermore, the program shall teach participants fundamental economic theory and understanding of the need for and use of methods and tools to evaluate investment- and improvement projects. The participants in their own projects shall use these during the program. They shall throughout the program work with concrete projects to be presented for the corporate management as properly argued project proposals at the end of the program.

#### **Learning outcome**

##### **Acquired knowledge:**

The participants will have acquired knowledge about:

- Lean (continuous improvement)
- Market and productivity conditions
- Supply chains
- The innovations process
- Cash flow versus profit
- Use of Net present value method
- Project planning
- Risk management
- Quality control in projects
- Cost management
- Working capital management

##### **Acquired Skills:**

After completing the course program, participants will have acquired:

- skills in searching, collecting, evaluating and critically interpreting the relevant information about a problem (presenting and discussing results)
- skills in writing to explain and discuss information, problems and solutions in dialogue with different groups (writing a report that is aimed at both specialists and non-specialists)
- skills in working with a project, both individually and as a member of a group, as well as demonstrating proficiency in project management

After having completed the course the participants shall be able to account for

- How financial values are created and how they can be calculated
- how one can model business economics problems in Excel and how through simulation one can assess the effects of changes in the model parameters?
- how one can use a cash flow statement to calculate funding needs

- use of multi-cyclic assessments in connection with particular investment decisions

#### **Reflection:**

After completing the course program, the participants will have:

- developed ability to learn by identifying a need for further knowledge and to develop their expertise in an area of specialization
- gained an understanding that doing the best in the interest of one party will often mean a poorer solution for another party. The participants shall understand the importance of being able to compare the advantages and disadvantages of different alternatives, make analyses and conclusions. In addition the students shall realise that despite the problem regarding measurement of the firms output (quality and productivity) in one sense, it is important to try to figure out some objective goals.

#### **Prerequisites**

none

#### **Compulsory reading**

##### **Books:**

Andersen, Erling S., Kristoffer V. Grude & Tor Haug. 2009. Måltrettet prosjektstyring. 6. utg. NKI-forlaget  
 Bøhren, Øyvind, Gjærum, Per Ivar. 2015. Finans: Innføring i investering og finansiering. 1. Fagbokforlaget  
 Bø, Eirill, Geir Gripsrud og Arne Nygaard. 2013. Ledelse av forsyningskjeder : et logistikk- og markedsføringsperspektiv. Fagbokforlaget  
 Modig, Niklas & Pär Åhlström. 2012. Dette er Lean : løsningen på effektivitetsparadokset. Rheologica publishing

##### **Other:**

Lereim, Jon. Foreleserkompendium. Samling av utvalgte artikler med forskjellige forfattere  
 Olsen, Per Ingvar. Kompendium. Samling av artikler og bokkapitler av diverse forfattere  
 Skaldehaug, Espen. Kompendium. Samling av artikler av diverse forfattere.

#### **Recommended reading**

##### **Books:**

Bicheno, John. 2007. Verktøy for Lean Produksjon : the Lean toolbox. 5th ed. Quest Worldwide Consulting Ltd  
 Boquist, John A., Todd Milbourn, Anjan Thakor. 2010. The value sphere : the corporate executives' handbook for creating and retaining shareholder wealth. 4th ed. World Scientific Publishing  
 Lereim, Jon. 2013. Kvalitetsledelse i prosjekter : en erfaringsbasert tilnærming. Akademika  
 Owens, Trevor, Obie Fernandez. 2014. The lean enterprise : how corporations can innovate like startups. Wiley-Blackwell

#### **Course outline**

##### **Module 1 – Value Creation**

The firm's challenges, strategies and values

The value sphere

Leadership for improved competitiveness; continuous improvements and project management

Market analysis and market dynamics

Integration of value chains and leadership of supply chains

Introduction to the value creation model

Introduction to modelling

Information regarding project development: Business cases

Working with the project in the organization

##### **Module 2 - Understanding value chains, qualitative and quantitative project analysis, the lean enterprise.**

Challenges to the firm - in between sales and supply of raw materials

Challenges to the firm: logistics and value chain optimization

The use of Net Present Value method, managerial accounting

Cognitive bias and the consequence for financial modelling

Introduction to lean enterprise

Introduction to use of canvas models

Developing and improvement work with others

##### **Module 3 - Project management**

More about how to use the Net Present Value method (business case)

Goal formulation, effect goal and result goal

Project planning

Project execution and control including forecasts

Management changes and deviations

Risk management and quality control in projects

Project organization and roles

From idea generation to operation

##### **Module 4 – Managerial accounting and decisions. Value creation, profit and measure**

The notions of managerial accounting

Project investment analysis through financial modelling (NPV, LCC)

Cost management  
Working capital management  
Modelling and risk  
Measuring and report  
Lean management

#### **Module 5 - The broad market understanding**

Market challenges, new technologies and new industrial organizing  
Interorganizational improvements  
More about innovation, lean startup and business modelling  
The firm's challenges in light of international developments.  
Innovation

Business visits with presentation of world leading competitor within the international industry.

#### **Module 6 - Leadership for improved competitiveness**

Leadership and communication  
Stakeholder analysis and stakeholder analysis tools  
Stakeholder analysis and expectations management  
Leadership of complex processes and projects  
Leadership and management tools - in practice  
The use of key performance indicators in corporate management  
The lean enterprise and the use of data  
Budgeting, Beyond Budgeting  
The value of reporting  
Corporate Social Responsibility  
Presentation of projects in PPT format. Feedback and discussion  
Preparations for the individual exam

#### **Module 7 - Project presentations**

Presentations of all projects in front of top management - in plenum. Evaluations and feedback.  
The program consist of seven course modules, 150 lecturing hours continuing during two semesters. The program goes through with a process where the participants will be working with concrete development projects in the company, and where the participants on every module will get feedback on their project work..  
The lectures based on the course literature will provide input to the project work. It is expected that the participants between the modules use some time to prepare for the lectures by reading the relevant parts of the course literature for the following module, and that they use time to work on the project work assignments.  
The students for this course are assigned for lectures to each semester; the first semester is named BIN 3077 and the second BIN 3078.  
The students are evaluated through the project work (maximum 20 pages), counting for 60% of the main grade and an 48 hours individual home exam (maximum 10 pages), counting for 40 % of the main grade. Both evaluations must be approved to obtain a certificate for the program. The project work must be written individually or in groups of maximum three persons.

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

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

The programme is conducted through seven course modules, a total of 150 lecturing hours continuing during two semesters. The lectures are based on the course literature and will provide input also to the project work. It is expected that the participants in between the modules use time to prepare for the lectures by reading the relevant parts of the course literature for the following module, and that they use time to work on the project work assignments.

Itslearning. Use of data tools for economic analysis will also be required in addition to the use of ordinary software programs such as Windows Office.

#### **Examination**

The students are evaluated through a term paper (maximum 20 pages), counting for 60% av the main grade and an 48 hours individual home exam (maximum 10 pages), counting for 40 % of the main grade. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

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

BIN 30761 - term paper; accounts for 60% to pass the course BIN 3076, 30 credits.  
BIN 30762 - 48 hours individual home exam; accounts for 40% to pass the course BIN 3076, 30 credits.

Both evaluations must be passed to obtain a certificate for the program.

#### **Examination support materials**

**Re-sit examination**

At the next ordinary exam.

**Additional information**