



HANDELSAKADEMIET

OSLO SCHOOL OF BUSINESS ADMINISTRATION

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A SHORT PRESENTATION

1986/87

HANDELSAKADEMIET (HA) was founded in 1967 and offers the students a comprehensive and modern 4-year program in management and business administration. HA is centrally located in Oslo's main business and finance area, and is a close neighbour of the University of Oslo library.

Handelsakademiet is a private educational institution operated on a non-profit basis, but, as with other private educational institutions in Norway, it is partly funded through annual government appropriations.

The Board of Directors is responsible for all major policy decisions. It works closely with the Academic Advisory Board on question of curriculum.

- Chairman of the Board of Directors, Mr. Leif Lae
Executive Vice President, Gjensidige Forsikring, Oslo, Norway
- The Dean of Handelsakademiet, Dr. Odd Gisholt, holds an MBA and a Doctorate Degree in Marketing from St. Gall Graduate School for Public and Business Administration, Switzerland.

The total school enrollment is 800 students, and 220 new students were granted admission out of 1750 applicants in 1985. Admission is open to students having completed their matriculation exam from the secondary school. Students are only admitted once a year. Most male candidates admitted have served their term in the military service, and many applicants have had prior business experience. The average age of students admitted in 1985 was 21 years. 30% of the total student body were female students.

The objective of HA is to give students an academic background enabling prospective candidates to compete successfully for leading positions in business. To this end, HA emphasizes the practical application of theory, as well as the development of personalities capable of dealing efficiently with any type of business problem. This practical profile is reflected in HA's faculty of some 80 members, most of whom also hold leading positions in business, the civil service or the academic community.

HA's curriculum focuses on 3 major subjects: Marketing, Management and Accounting/Finance. Supplementary subjects are: Information and Data Systems, Law, Management Science, Mathematics, Business and Industrial Policy/Economics, Statistics, and the study of foreign languages (German/English).

The full 4-year program consists of 133 credit hours, and more than 30 comprehensive exams. The 7th semester is entirely devoted to the preparation of an independent thesis in an approved business-related topic.

After completion of the 4 year program of study at HA, our students are entitled to the graduate degree "Handelsøkonom" (Commercial Economist - Comm. econ.).

A HA student is entitled to grants and loans from the Norwegian State Educational Loan Fund.

In an effort to provide students with practical experience, HA, supports an international student-run work exchange program called AIESEC. Students taking part in the program travel to countries all over the world, including Australia, Canada and the USA.

Students who want to continue their studies after having graduated from HA are qualified for admittance into graduate programs at a number of overseas university such as Arizona State University, American Graduate School of International Management, Monterey Institute of International Studies, University of Oklahoma and Washington State University. The latter also gives academic scholarships to qualified candidates. HA is also working for closer cooperation with British and other European universities in order to facilitate admission of their students for further studies in business administration. So far, our graduates have been accepted at UMIST, University of Manchester Institute of Science and Technology, University of Strathclyde, Glasgow, Scotland, and Henley Business School.

The academic year starts in the beginning of August with prerequisite courses in Mathematics, Marketing and Accounting for new students with insufficient prior knowledge in these fields. General instruction begins on September 1, and exams are generally held in early December. The term ends about June 20 after the various exams are held. Like other universities and colleges in Norway, there are no summer sessions.

THE GRADING SYSTEM OF HA

Grades for the individual subjects on each level of the progression of study follow a scale from 1.0 to 6.0 with intervals of 0.25. 1.00 is the highest obtainable grade and 4.00 the lowest grade in a subject.

Converted into American standards, our scale is as follows:

1.00 - 2.25	A
2.50 - 3.25	B
3.50 - 3.75	C
4.00	D

Grades lower than 4.00, i.e. 4.25 - 6.00, are registered "failed".

The best GPA achieved so far is 1.62, and an average of 20% of our student body obtain a GPA of 2.50 or better.

To give a full idea of the range of our program, we attach an outline of the course of study with a brief description of the individual courses.

COURSE PROGRAM AND DESCRIPTION OF INDIVIDUAL COURSES AT:
HANDELSAKADEMIET, OSLO SCHOOL OF BUSINESS ADMINISTRATION.

Completion of all courses is necessary in order to qualify for the degree "Handelsøkonom". The curriculum is composed of courses from the following departments:

- Accounting and Finance
- Marketing
- Management
- Business and Industrial Policy/Economics
- Information and Data Systems
- Mathematics
- Management Science
- Statistics
- Law
- Study of foreign Languages (German/English)
- Thesis/independent study

ACCOUNTING AND FINANCE

1.1 MANAGEMENT ACCOUNTING I (4 hours per week) Semester 1

The course offers the student an introduction to the basic management accounting theories and problems, such as accounting requirements and objectives, the decision making process, supervision and control. Specific topics covered through the semester include pricing and costing and the budgeting process, with an emphasis on presentation, analysis and control of accounts.

1.2 FINANCIAL ACCOUNTING I (4 hours per week) Semester 2

The course gives the student a deeper understanding of the ideas, philosophies and methods associated with the annual account, as well as an introduction to applicable Norwegian laws concerning the annual report. The financial account is discussed in depth. The relations between the balance sheet, income statement and changes in financial position are also discussed and analyzed in depth. The use, interpretation and analysis of financial statements are covered to give the student an understanding of the most important elements of the annual report.

1.3 FINANCE I (4 hours per week) Semester 4

The course offers the student an introduction to corporate finance and investments, investment decisions and the acquisition of capital. The lectures emphasize the current approach to these topics in the Norwegian business world. Specific topics covered during the semester include financial mathematics, investment analysis, investments and taxes, investments and inflation, corporate financing and financial management.

1.4 FINANCIAL ACCOUNTING II (4 hours per week) Semester 3

The course objective is to give the student a deeper insight into the main problems concerning the financial statement. Specific topics covered during the semester include Norwegian tax statements and accounts, financial statements, yearly balance of accounts, a further study and analysis of financial statements, inflation and the financial statement, corporate accounting and tax planning.

1.5 ACCOUNTING AND FINANCE - THESIS (4 hours per week) Semester 5 & 6

The course offers the student a much deeper insight into the most important and central problems of financial management. The course places emphasis on giving the student a comprehensive understanding of the total arena of business administration. Topics covered in depth include corporate accounting, alternative accounting methods and models, internal control and financial management.

1.6 ACCOUNTING AND FINANCE - THESIS (4 hours per week) Semester 7

The student chooses one of 3 main areas for his or her thesis: Accounting and Finance, Marketing or Management.

An advanced accounting study project providing an opportunity to apply previously learned accounting concepts and techniques, at times through empirical analysis. Students may choose from a list of previously decided topics, or suggest their own thesis topics. Close supervision by an accounting faculty member is given.

1.7 ACCOUNTING AND FINANCE (4 hours per week) Semester 8

Case studies in advanced accounting and finance, integrating material from other courses. Special seminars with leading managers in Norwegian business on topics such as auditing, financial analysis, cash management and business control systems.

MARKETING

1.1 MARKETING I - INTRODUCTION (2 hours per week) Semester 1 & 2

An introduction to the methods of analysis and decision making in the area of marketing management. Specific areas of analysis include buyer behaviour, market segmentation strategies and approaches by studying product line policy, pricing, physical distribution, sales management, advertising, sales promotion, production planning and control.

1.2 STRATEGIC MARKETING ANALYSIS (2 hours per week) Semester 3

Marketing management in practice, with emphasis on the practical application of the principles from Marketing I. Use of case studies emphasizes the practical application of relevant marketing concepts.

1.3 **MARKETING STRATEGY** (2 hours per week) Semester 4

Seminars in: Trades and product life-cycles, Market competition, Marketing strategy - innovation, fragmentation and consolidation phases, Different roles in the market, Alternatives to competition, Diversifying, Positioning and cases.

1.4 **MARKET COMMUNICATION** (4 hours per week) Semester 5

This semester will be based on: Product strategy and product management, Advertising and Sales Promotion programs, Merchandising and Sales Promotion, Sales-force decisions and Sales Management.

1.5 **MARKET PLANNING** (4 hours per week) Semester 6

There will be seminars in: Price strategy and price decisions, International marketing, Licence decisions, Distribution, Service-marketing and areas of "entry and operation" decisions.

1.6 **MARKETING - THESIS** Semester 7

The student chooses one of three main areas for his or her thesis: Accounting and Finance, Marketing or Management.

An advanced marketing study giving an opportunity to apply previously learned marketing concepts in a thesis. Students may choose from a list of previously decided topics, or suggest their own topics. Close supervision by a marketing faculty member is given.

1.7 **MARKETING** (4 hours per week) Semester 8

Based on advanced seminars in: Marketing of consumer goods that demands comprehensive advertising, Service management, Marketing research for decision-making, Creative work-methods and opportunity-search, International marketing, Workshop within sales and methods of presentation.

MANAGEMENT

1.1 **GENERAL MANAGEMENT I - INTRODUCTION** (2 hours per week) Semester 1 & 2

An introduction to important aspects of general management practice: Individual behaviour and motivation, Organizational behaviour, Systems theory, Logistics management.

1.2 **ORGANIZATIONAL THEORY** (2 hours per week) Semester 3

The basic organizational and administrative problems which influence managerial decisions regarding the terms and conditions of employ-

ment for the work force. Primary emphasis on traditional theories of organizations, organizational psychology and sociology, introduction to organizational behaviour, administrative efficiency, organizational development, information systems for managerial decision-making and control, budgeting and management, conflict and conflict-solving, motivation and productivity.

1.3 PERSONNEL ADMINISTRATION (2 hours per week) Semester 4

Semester 4 will be based on following topics: Personnel functions like planning/recruiting/liquidation, Personnel assessment, Personnel routines, Labor environment, Cooperation, Problem fields and Trends of development.

1.4 STRATEGIC MANAGEMENT (3 hours per week) Semester 5

Introduction. Theory of strategic management. Strategic management in practise. Strategic analysis of the company's environment. Strategic analysis of the company's resources. Selection of a strategy. Strategies in different situations. Strategy accomplishment.

1.5 COMMUNICATION AND CONSCIOUSNESS (2 hours per week) Semester 5 & 6

The focus will be on: General communication and learning, The concept of company culture; Innovation and creativity; Leader and management development; Leadership and different types of leader concepts; Methods of personal development.

1.6 ORGANIZATIONAL PLANNING (2 hours per week) Semester 6

The primary goal with this section, is to give the students an overall picture of an organization, based on previous courses in Management.

The most important themes in this semester are organizational analysis and design.

1.7 MANAGEMENT - THESIS Semester 7

The student chooses one of three main areas for his or her thesis. Accounting and finance, Marketing or Management.

An in-depth study of management problems. Students may choose from a list of previously decided topics, or suggest their own thesis topics. Close supervision by a management faculty member.

1.8 MANAGEMENT (4 hours per week) Semester 8

Based on advanced seminars in:

Strategy and information technology:

- * Information technology and competitive strategy
- * Decision support systems
- * Information as a resource

- * Development models
- * Artificial intelligence
- * Office customization
- * Case discussions

Innovation and contractor development

- * Frame-conditions
- * Internal and external relationship
- * Development of local and innovative environments

BUSINESS AND INDUSTRIAL POLICY/ECONOMICS

1.1 MICROECONOMIC THEORY I (2 hours per week) Semester 2 & 3

The introduction of relevant microeconomic theories including theories of production and consumption and market theory. Basic branches of the Norwegian industry are also presented and analysed.

1.2 MACROECONOMIC THEORY II (3 hours per week) Semester 4

Macroeconomic theories and national accounts, monetary and credit policy, foreign trade and the exchange market, economic growth and inflation welfare theory, multiplier models and input-output analysis.

1.3 BUSINESS POLICY AND ECONOMICS - FRAMEWORKS (3 hours per week) Semester 5

An overview of governmental economic and industrial policy to better understand public sector decision-making. State legislation and regulations, economic and financial structure of Norwegian industry and its environment.

INFORMATION AND DATA SYSTEMS

Telecommunication computer technology has made considerable progress during the recent years. Today we are witnessing the genesis of a new discipline called tele-informatics based on a link between computers and communication. This new technology will doubtless have a significant impact on all aspects of our everyday life. With this background we are offering two courses in the field of tele-informatics.

1.1 IDS I (4 hours per week) Semester 1

BASIC DATA PROCESSING deals with following topics:

- * Introduction to fundamental concepts of computing
- * Basic concepts in hardware and software
- * Word processing
- * Spread sheet
- * Information systems
- * Basic data communication

This course is based on practical use of personal computers.

1.2 IDS II (2 hours per week) Semester 6

TELE INFORMATICS addresses advanced topics such as:

- * Tele communications
- * System analysis and design
- * Computer Integrated Manufacturing
- * Management Information Systems
- * The office of future
- * The factory of future

MATHEMATICS

1.1 MATHEMATICS (4 hours per week) Semester 1 & 2

Linear equations, exponential and trigonometric functions, parabolas, hyperbolas, tangent and normal curves, derivatives, growth formulas, theories of maximization and minimization, economic elasticity, determinants, definite and indefinite integrals, application in differential calculus and integrals.

MANAGEMENT SCIENCE

1.1 MANAGEMENT SCIENCE I (3 hours per week) Semester 3

An introduction to the principal concepts and methods of operations research and training in the basic approach and techniques for solving deterministic and stochastic problems.

1.2 MANAGEMENT SCIENCE II (3 hours per week) Semester 4

Expansion of material in Management Science I. Methods will be applied to the analysis of management decision problems, including decision analysis under (assumed) certainty, constrained optimization and decision analysis under uncertainty, reflected in such topics as linear programming, sensitivity analysis, and fuzzy-set problems.

STATISTICS

1.1 STATISTICS I (2 hours per week) Semester 1
(3 hours per week) Semester 2

Basic concepts. Description of a sample. Probability. Description of a population. Probability distributions. Sampling. Estimation. Index numbers. Introduction to the use of MINITAB and SAS.

1.2 STATISTICS II (3 hours per week) Semester 3 & 4

Testing hypotheses. Simple, multiple and curvilinear regression. Correlation. Analysis of variance. Time series. A brief introduction to econometrics and multivariate analysis. Further use of MINITAB and SAS.

LAW

- 1.1 LAW I: (2 hours per week) Semester 1&2

An introduction to the structure, procedures and policies of the Norwegian legal system, including public law and relevant industrial legislation, such as personal rights, contract law, money claims, law of contracts and torts, property law, compensation rights, law of mortgages and other security rights and bankruptcy.

- 1.2 LAW II (4 hours per week) Semester 3

Labor Law, corporate law, tax legislation, price control and competitive legislation, commissions and commissioned agents legislation, family, successor and estate law.

FOREIGN LANGUAGES

- 1.1 ENGLISH OR GERMAN (2 hours per week) Semester 4
(4 hours per week) Semester 5

The use of political and economic material to develop proficiency in both written and oral aspects of the language. Verbal fluency and development of a vocabulary sufficient to handle case material and business communication are stressed.

THESIS/THESIS SEMINAR

- 1.1 BUSINESS RESEARCH METHODS (2 hours per week) Semester 6

Methods course in preparation for writing the thesis.

- 1.2 The 7th term is entirely devoted to the writing of a thesis on a highly professional level, which is to be 50-100 pages in length.

Students choose their thesis subject from one of the following areas:

Accounting and Finance Marketing
Management
Marketing
(See these subjects for further details).

SCHEDULE OF FINAL EXAMS IN THE 4 YEAR STUDY OF BUSINESS ADMINISTRATION

SUBJECT :	COURSE NO.	FINAL EXAMINATION END OF:	EXTENT OF FINAL EXAMINATION
Accounting and Finance	I	1st term	4 hours written test
	II	2nd term	4 hours written test
	III	3rd term	4 hours written test
	IV	4th term	4 hours written test
	V	6th term	7 hours written test
	VI	8th term	7 hours written test
Marketing	I	2nd term	6 hours written test
	II	3rd term	4 hours written test
	III	4th term	4 hours written test
	IV	5th term	4 hours written test
	V	6th term	4 hours written test
	VI	8th term	7 hours written test
Management	I	2nd term	6 hours written test
	II	3rd term	4 hours written test
	III	4th term	4 hours written test
	IV	5th term	4 hours written test
	V	6th term	4 hours written test
	VI	6th term	6 hours written test
	VII	8th term	7 hours written test
Business and Industrial Policy/Economics	I	3rd term	5 hours written test
	II	4th term	6 hours written test
	III	5th term	5 hours written test
Information and Data systems	I	1st term	6 hours written test
	II	6th term	6 hours written test
Mathematics		2nd term	6 hours written test
Management Science	I	3rd term	6 hours written test
	II	4th term	6 hours written test
Statistics	I	2nd term	5 hours written test
	II	4th term	5 hours written test
Law	I	2nd term	5 hours written test
	II	3rd term	5 hours written test
English/German		5th term	6 hours written test & 1/2 hour oral test
Thesis		7th term	4 months research work ending about Dec. 20, each year

CURRICULUM AND CREDIT HOURS, HANDELSAKADEMIET, THE 4 YEAR PROGRAM

Subject: :	1st year Semester		2nd year Semester		3rd year Semester		4th year Semester		Total Credit Hours
	1	2	3	4	5	6	7	8	
Accounting and Finance	4h	4h	4h	4h	4h	4h	Individual thesis	4h 1)	28
Marketing	2h	2h	2h	2h	4h	4h		4h 1)	20
Management	2h	2h	2h	2h	5h	4h		4h 1)	21
Business and Industrial Policy/Economics		2h	2h	3h	3h				10
Information and Data Systems		4h				3h			7
Mathematics	4h	4h							8
Management Science			3h	3h					6
Statistics	2h	3h	3h	3h					11
Law	2h	2h	4h						8
English/German				2h	4h				6
Business Research Methods						2h			2
Thesis Seminar								4h	4
Thesis								6h	6
Total Credit Hours	20	19	20	19	20	17	10	8	133

1) The students choose 2 out of 3 subjects