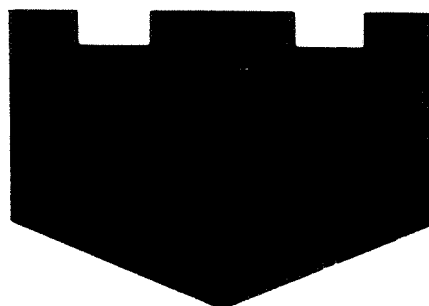


# MBA SYLLABUSES

OSLO HANDELSHØYSKOLE  
Oslo Business School



Karlsborgvn. 4 - N-0193 Oslo 1 - Tlf.: (02) 67 90 00

# **1st Semester MBA**

## **500 Intro. to Management and Marketing**

### **Marketing Part**

**Weeks 1 to 7**

**Professor: Dr. John C. Crawford**

**Office Hours: Tues/Thurs 13.00-16.00**

**Required Text: Kotler, Philip. Marketing Management, 7th.Ed., Prentice Hall International**

#### **Course Description:**

Emphasis in this course is on decision making in Marketing Management. The course will employ real marketing situations, by way of case studies, treated analytically and emphasizing the societal, managerial and strategic elements of marketing.

#### **Examinations:**

There will be a final examination in Week 7, covering all material assigned throughout the course.

#### **Case Studies:**

Cases provide a way of bringing the real world into the classroom. They are used to illustrate text material and to provide students with the opportunity to make decisions in similar circumstances to those facing business executives.

Cases will be dealt with on a group basis with group members being responsible for both the written and oral presentations of the case.

#### **Grading Policy:**

|                   |           |
|-------------------|-----------|
| Case Submissions  | 50        |
| Final Examination | <u>50</u> |
|                   | 100       |

## **Assignments**

|               |  |
|---------------|--|
| <b>Week 1</b> | <b>Introduction: Ground Rules, Cases<br/>Core Concepts of Marketing<br/>Chapter 1 Kotler</b> |
| <b>Week 2</b> | <b>Marketing Research<br/>Case #1<br/>Chapter 4 Kotler</b>                                   |
| <b>Week 3</b> | <b>Consumer Behavior<br/>Case #2<br/>Chapter 6 Kotler</b>                                    |
| <b>Week 4</b> | <b>Marketing Strategies<br/>Case #3<br/>Chapter 11 Kotler</b>                                |
| <b>Week 5</b> | <b>New Products<br/>Case #4<br/>Chapter 12 Kotler</b>  |
| <b>Week 6</b> | <b>Product Life Cycle<br/>Case #5<br/>Chapter 13 Kotler</b>                                  |
| <b>Week 7</b> | <b>Pricing<br/>Chapter 18 Kotler</b>   |

## **FINAL EXAMINATION**

## 500 INTRODUCTION TO MANAGEMENT AND MARKETING

### THE MANAGEMENT PART.

Classes are held Tuesdays from 1030 to 1200 and Thursdays from 8:30-10:00  
First class Tuesday March 3, 1992.

#### Course Description.

This course has a high level of aspiration. The purpose is to give the first semester MBA students an overview of the field normally associated with the field of management. Class participation is important as it encourages students to express their viewpoints in public. That is essential for a future manager.

A semester paper is part of the course. This should be approximately 10 pages and cover a topic of interest related to one of the chapters in the textbook.

Since time is very limited, the students are expected to read the assigned textbook by themselves. Only selected, central topics will be covered in class.

The teaching method will therefore be part lecturing and part class discussions whereby the students can raise questions regarding the various subjects in the textbook.

#### Course Objective:

To give the students an introduction to the various issues faced by management as we are entering the 1990's.

#### Grading:

The final grade will be determined according to the following criteria:

|                     |     |
|---------------------|-----|
| Class participation | 30% |
| Semester paper      | 30% |
| Final Examination   | 40% |

#### Literature:

Robert Kreitner: Management, 4th ed.

#### Recommended:

Michael E. Porter: Competitive Advantage

## TOPICS FOR MANAGEMENT, SPRING 1992

| DATE | TOPIC                                     | CHAPTER        |
|------|---|----------------|
| 3/3  | Introduction. The nature of management.   | 1              |
| 5/3  | The evolution of management thought       | 2              |
| 10/3 | Planning: The primary management function | 4              |
| 12/3 | Competitive strategy                      | Porter         |
| 17/3 | Strategic Management                      | 5              |
| 19/3 | Decisionmaking and problemsolving         | 6              |
| 24/3 | Organizing                                | 8              |
| 26/3 | Human resource management                 | 9              |
| 31/3 | Motivating job performance                | 11             |
| 2/4  | Organizational cultures and change        | 14             |
| 7/4  | The control function                      | 15             |
| 9/4  | Management of information resources       | 16             |
| 28/4 | Information systems                       | Guest lecturer |
| 30/4 | Operations management                     | 17             |
| 5/5  | Final Examination                         |                |

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OSLO BUSINESS SCHOOL  
Sverre Dyrnes

MBA Spring 1992

## 540 FINANCIAL ACCOUNTING/CORPORATE FINANCE

### Course Description

The course Financial Accounting/Corporate Finance is divided into two separate parts:

The Financial Accounting part has its focus on how financial information is accumulated and reported in periodic financial statements. One also learn how to interpret and use accounting information effectively.

The first half of the Financial Accounting part will be on a introductory level. We will emphasize basic accounting concepts and principles and the understanding of how to set up a balance sheet and an income statement.

The second half will deal with interpretation of financial statements.

Financial information is vital to the function of the business society. Such information is heavily relied upon by the company itself (management, members of the board and shareholders) and by external users such as i.e. banks and tax authorities. Understanding financial accounting is therefore vital to every manager.

The Corporate Finance part has its focus on capital budgeting problems. We will emphasize on methods for project analysis and on criteria for acception/rejection of investment proposals.

The financial manager faces two basic problems. First, how much should the firm invest, and what spcific assets should the firm invest in? Second, how should the cash required for investment be raised?

In this course we will mainly deal with the first problem.

### Course Objective

1. Develop a general understanding of financial reports and analyses.
2. Develop the ability to analyze investment proposals.
3. Provide a strong foundation for future courses in business and finance.

### Teaching Metod

- LECTURES: Teaching will mainly be done in forms of lectures by teacher.
- PROBLEMS: To each lecture the students shall solve specific problems.

### Examination and Grading

80% of the final grade will be determined by a written mid-term examination held after finishing the accounting part and a final written examination held at the end of the semester.

20% of the final grade will be determined by the students ability to solve the problems given during the semester and by class participation.

### Course Literature

- Kermit D. Larson: Financial Accounting, fourth ed., Irwin 1989, ch. 1-5,7-14,16
- Robert C. Higgins: Analysis for Financial Management, second ed., Irwin 1989, ch. 4, 5, 7, 8.
- Ross, Westerfield & Jaffe: Corporate Finance, second ed., Irwin 1990, ch. 1, 4-7, 9.



# ECN 550: MANAGERIAL ECONOMICS

Oslo Business School

Dr. John C. Soper

Spring, 1992

## COURSE FOCUS AND OBJECTIVES

Modern managers of businesses or other complex enterprises need to understand, and be able to use, the tools of modern economic analysis, including statistics, econometrics, and basic economic theory, to help him or her in the analysis and solution of recurrent problems encountered within the enterprise. This course will examine managerial economics from an applied perspective so that participants will have at hand a "tool kit" for the solution of typical business and economic problems.

Managerial economics is the application of economic theory and the tools of the decision sciences to the solution of managerial decision problems. This course provides an introduction to managerial economics. Topics include optimization techniques, demand analysis, forecasting, production and cost analysis, pricing, risk analysis, capital budgeting, government regulation, and public-sector project evaluation.

The objectives of this course are:

1. to familiarize students with the concepts, theories, and methodologies of applied microeconomic analysis.
2. to help students better understand the economic issues of business situations that are either experienced personally or reported by the media.
3. to help students develop the ability to apply basic economic concepts, such as marginal analysis and optimization, to real world business situations.

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## COURSE INFORMATION AND REQUIREMENTS:

**Text**     ***Managerial Economics: Theory, Applications, and Cases***, by Edwin Mansfield, W. W. Norton, 1990.

optional ***Wall Street Journal***, International Edition, Dow Jones & Co. [Students are encouraged to examine current issues and events in managerial economics. Regular reading of the Wall Street Journal will foster economic awareness and supply the linkage between theoretical economics and real world applications.]

## **Procedures**

There will be two hour-exams, a series of short cases or problems for analysis, and a comprehensive final exam. The weighting scheme (100 percent possible) will be as follows:

|                | <u>Percent</u> |
|----------------|----------------|
| Exam 1         | 20             |
| Exam 2         | 20             |
| Cases/problems | 20             |
| Final exam     | 40             |

### Tentative Examination Schedule and Coverage

|     |             |                   |
|-----|-------------|-------------------|
| Wk. | IV [2/3-7]  | Examination 1     |
|     | IX [3/9-13] | Examination 2     |
|     | End of term | Final examination |

### Exams

Examinations are to be taken on the dates specified in the syllabus unless otherwise indicated by the instructor. If you miss a class during which an examination is given, there will be no make-up examination given unless the absence is excused by the instructor. Case assignments must be handed in when due. Late work is unacceptable.

### Case Analyses

Each student is to prepare his or her own response to a series of short cases on managerial economic problems which will be handed out during the course of the semester. Each case is to be analyzed in a form readable and understandable by the instructor (typed copy is mandatory). This must be your own work: plagiarism (representing the work of others as your own) will result in a grade of F for the course.

### Policy on Academic Dishonesty

In this course, academic dishonesty (i.e., "cheating" in any form) is viewed as a capital offense. This means that I expect you to do your own work, and that you will neither appropriate someone else's work, nor allow someone else to use yours. This applies to copying on examinations or other forms of written work. On the required cases, if you use material from another source (either as a direct quote or as a source of ideas), you must cite the reference. Otherwise, it is plagiarism. Any form of cheating which I detect will result in an "F" for the course, and referral to the administration for further action. In short, **DO NOT CHEAT!**

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### TOPICAL OUTLINE

The following is a tentative outline of topics to be covered, required readings, and important dates. Changes may be announced by the instructor during the semester.

#### Week (dates)

- |              |   |
|--------------|---|
| I (1/13-17)  | Introduction to managerial economics. Theories of the firm. Profits. Introduction to optimization techniques. Functions. Marginal analysis. Derivatives.<br><br>Chap. 1. Appendix A. Chap. 2, pp. 21-39.            |
| II (1/20-24) | More on optimization techniques. Solving problems via derivatives. Partial differentiation. Constrained optimization. Demand. Elasticities of demand: price, income, and cross.<br><br>Chap. 2, pp. 40-58. Chap. 3. |

- III Demand estimation. Simple and multiple regression. Evaluation of a regression model.  
Chap. 4. Appendix B.
- IV **EXAM 1** [1, 2, 3, and 4, Appendices A & B.]
- V Forecasting. Components of a time series. Techniques used in forecasting.  
Chap. 5.
- VI The theory of production. Production functions. Types of inputs. Law of diminishing marginal returns. Optimal input combinations. Returns to scale.  
  
Chap. 6.
- VI Technological change and industrial innovation. International implications. Prospects for the future.  
Chap. 7.
- VII The theory of costs. Opportunity costs. Short-run and long-run cost functions. Economies of scale. Cost estimation issues. Break-even analysis.  
Chap. 8.
- VIII Market structure: the cases of perfect competition, monopoly, and monopolistic competition.  
Chap. 10.
- IX **EXAM 2** [5, 6, 7, 8, and 10.]
- X Market structure: the case of oligopoly. Reaction functions.  
Chap. 11.
- XI Pricing practices. Joint production. Price discrimination.  
Chap. 12.
- XII Risk analysis. Measurement of risk.  
Chap. 13.
- XIII Capital budgeting. Net present value and the internal rate of return.  
Chap. 14.
- XIV **EASTER HOLIDAY**
- XV Government regulation. Antitrust. Patents. Deregulation.  
Chap. 15.
- XVI **Public-sector project evaluation.**  
Final case due.
- T.B.A. **FINAL EXAMINATION** [Comprehensive, with emphasis on Chaps. 11-15.]

OSLO BUSINESS SCHOOL  
Ivar Kristianslund  
MBA Spring 1992

## 560 STATISTICS

### COURSE DESCRIPTION:

This course gives a broad introduction to business statistics. It is intended for students with insufficient knowledge of statistics to follow the required course 562 Quantitative Business Analysis and provides the minimum knowledge of statistics necessary to follow that course.

The topics included in the course are:

- Basic population and sample concepts
- Probability
- Probability distributions
- Sampling distributions
- Estimation
- Hypothesis testing
- Simple and multiple regression analysis
- One- and two-way analysis of variance
- Time series analysis
- Applications of Bayes' theorem
- Joint, marginal and conditional probability distributions

### COURSE OBJECTIVE:

The objective of the course is to give the participants a knowledge of business statistics that can be compared to that of the students who have graduated from the 4-year program at Oslo Business School. Since less time will be used in this course, the scope of the course will be somewhat narrower, however.

### TEACHING METHOD:

**LECTURES:** The various topics will be introduced and summarized through lectures.

**PROBLEMS AND CASES:** Problems and cases will be used to gain familiarity with the various statistical methods. These will be assigned throughout the semester.

**COMPUTER USAGE:** The computer is an essential instrument of the course. Computer programs like Minitab, Excel, Enable, Lotus, and SAS will be useful. It is required that the student at least is able to use Minitab and a spreadsheet program like for instance Excel.

## EXAMINATION & GRADING:

|              |     |
|--------------|-----|
| Midterm Exam | 35% |
| Final Exam   | 65% |

## COURSE LITERATURE:

### REQUIRED TEXT:

J.E. Freund, F.J. Williams, and B.M. Pearles, Elementary Business Statistics. The Modern Approach, 5. ed., Prentice-Hall, 1988. (Most of the book, except chapters 6, 15, 18, and 19.)

### SUPPLEMENTARY READING:

Minitab Inc., Minitab Handbook for Business and Economics, PWS-Kent Publishing Company, 1988

R.B. Miller, Minitab Handbook for Business and Economics, PWS-Kent Publishing Company, 1988.

SAS Institute Inc. SAS/STAT GUIDE FOR PERSONAL COMPUTERS, Version 6.03 Edition. Cary, NC: SAS Institute Inc.

### TEACHER:

Ivar Kristianslund

# 2nd Semester MBA

MBA Fall 1991

512 INDUSTRIAL MARKETING

SYLLABUS: FALL 1991  
(TUES/THURS 12.30-4.00)

PROFESSOR: Dr. John C. Crawford

OFFICE HOURS: Tues/Thurs 10.00-12.00

REQUIRED TEXTS:

1. Haas, Robert W. Industrial Marketing Management, PWS-Kent Co., 1989
2. Larreche, Jean-Claude and David Weisten. Industrat: The Strategic Industrial Marketing Simulation, Prentice Hall, 1988.
3. Ghauri, Pervez N. Industrial Marketing: MBA 512 - Fall 1991

SUPPLEMENTARY READINGS:

1. Ronstadt, R. The Art of Case Analysis.
2. Kotler, P. and Keith Cox, Eds. Marketing Management and Strategy: A Reader, 4th. Ed., Prentice Hall, 1988.
3. Articles from the Harvard Business Review, Industrial Marketing Management, J. of Marketing, and others.

COURSE DESCRIPTION:

This course will take a business-to-business exchange perspective of marketing. Course material will address the marketing of industrial products to businesses, institutions, and government organizations. The emphasis will be on marketing to commercial (profit-making) enterprises as opposed to consumer marketing.

EXAMINATIONS:

There will be mid-term and final examinations (cumulative). Both will be in essay style and will cover all assigned materials.

## **SIMULATION EXERCISE**

**INDUSTRAT** is a computer-based simulation of the industrial marketing environment for computer software. Each student will be part of a team (firm) that will make decisions over the duration of the course. you will be competing against other teams.. This simulation provides an excellent opportunity to apply the knowledge gained in the course to a real industrial marketing situation and to understand how industrial marketers make decisions that affect the performance of a company. A short report explaining the team's strategy, tactics and performance in **INDUSTRAT** is required at the end of the semester.

## **CASE STUDIES**

Cases provide a pedagogical way of bringing the "real-world" into the classroom. Cases give students the opportunity to be executives who must make decisions with less than perfect information. We will use a number of cases this semester to develop problem solving skills and analytical abilities. Cases will be prepared and presented on a group basis: each group will comprise of four or five members. Class discussion will be mandatory for assigned cases, and a 4-5 page type-written report will be submitted for grading at the end of each discussion by each group.

## **REQUIREMENTS FOR CASE DISCUSSIONS:**

1. Every group must read the case and prepare a solution.
2. All groups should be prepared to present the case and lead the class discussion.

## **GRADING POLICY:**

|   |                  |
|---|------------------|
| <b>INDUSTRAT Report and Participation</b> | <b>15 %</b>      |
| <b>Cases, Discussions and Solutions</b>   | <b>25</b>        |
| <b>Mid-term Exam</b>                      | <b>25</b>        |
| <b>Final Exam</b>                         | <b><u>35</u></b> |
|   | <b>100</b>       |



## **INDUSTRIAL MARKETING 512**

### **MBA FALL 91 COURSE OUTLINE**

| <b><u>DATE</u></b> | <b><u>TOPIC AND ASSIGNMENT</u></b>   |
|--------------------|--|
| Sept 3             | <b>TOPIC: Introduction</b>   |
| Sept 5             | <b>TOPIC: Environment of Business Marketing</b><br><b>Ch 1 The Industrial Marketing System</b>   |
| Sept 10            | <b>TOPIC: Introduction to Industrat</b><br><b>Group A: 12.30 - 14.00</b><br><b>Group B: 14.30 - 16.00</b>  |
| Sept 12            | <b>TOPIC: Organizational Buying Process</b><br><b>Ch 3 Demand for Industrial Goods and Services</b>  |
| Sept 17            | <b>TOPIC: Organizational Buying Process</b><br><b>Ch 4 Understanding Industrial Buying</b>   |
| Sept 19            | <b>TOPIC: Organizational Buying Process</b><br><b>Reading #14 "Model of Industrial Buyer Behavior" (in K &amp; C)</b>  |
| Sept 24            | <b>TOPIC: Assessing Business Opportunities</b><br><b>Ch 5 Segmentation in the Industrial Market</b><br><b>Reading #17 "Market Segmentation" (in K &amp; C)</b> |
| Sept 26            | <b>Case # 1 "Optical Distortion, Inc."</b><br><b>Group A: 12.30</b><br><b>Group B: 14.30</b>   |
| Oct 1              | <b>TOPIC: Assessing Business Opportunities</b><br><b>Ch 7 Industrial Marketing Intelligence</b>  |
| Oct 3              | <b>Case # 2 "Rohm and Haas"</b>  |
| Oct 8              | <b>TOPIC: Assessing Business Opportunities</b><br><b>Ch 6 Industrial Marketing Strategy</b><br><b>Reading #15 "Industrial Structure..." (in K &amp; C)</b>     |
| Oct 10             | <b>Case # 3 "E.T. Phone Home, Inc."</b>  |
| Oct 15             | <b>MID TERM EXAMINATION</b>  |

## **INDMF91**

- Oct 17      **Case # 4 "Biokit S.A."**
- Oct 22      **TOPIC: Product Decisions**  
             **Ch 8 Managing the Product Line**  
             **Reading # 20 "Importance of the PLC." (in K & C)**
- Oct 24      **Case # 5 "Motofabrikwerk S.A."**
- Oct 29      **TOPIC: Product Decisions**  
             **Ch 8 Managing Innovation**
- Oct 31      **Case # 6 TBA**
- Nov 5      **TOPIC: Services Marketing**  
             **Reading # 25 "Services Marketing.." (in K & C)**
- Nov 7      **Case # 7 "Nokia-Mobira Oy"**
- Nov 12      **Topic: Marketing High Technology**
- Nov 14      **Case # 8 "Docutel Corporation"**
- Nov 19      **Topic: Channel Decisions**  
             **Ch 9 Industrial Channel Strategy**
- Nov 21      **Case # 9 "Minolta Camera Co., Ltd."**
- Nov 26      **TOPIC: Advertising and Promotion**  
             **Ch 11 Personal Selling**
- NOV 28      **Case # 10 "Volvo Trucks Europe"**
- Dec 3      **TOPIC: Advertising and Promotion**  
             **Ch 12 Promotion Strategy**
- Dec 5      **Case # 11 "Deere & Company"**
- Dec 10      **Topic: Pricing Decisions**  
             **Ch 13 Pricing Strategy**
- Dec 12      **Final Examination**

OSLO BUSINESS SCHOOL  
Tor Jarl Trondsen  
MBA II, Fall 1991

## 522 CREATIVITY, LEADERSHIP AND BUSINESS STRATEGY

### COURSE DESCRIPTION.

The 522 course is not following the traditional pattern of a strategy course. Many observers outside the business schools claim that what is being taught there does not reflect the real needs of the business community and the society as a whole. This course, Creativity, Leadership and Business Strategy, will attempt to counter some of this criticism.

The course will consist of several parts:

- entrepreneurship
- small business management
- competitive analysis for strategies
- the strategy process in larger organizations
- the implementation of strategies
- the role of the Board of Directors
- strategic alliances
- leadership in organizations

Obviously, because of the great span of topics, it is impossible to carry each one to great depths. The purpose is to initiate the students' thought processes which again may release the energies needed for a successful contribution in the business careers.

### COURSE OBJECTIVES

Upon completion of the course you should have achieved the following:

1. An understanding of the challenges of starting your own firm.
2. An ability to identify the critical successfactors for developing the very small firm into a successful business enterprise.
3. An overview of the elements of the formal strategic process.
4. A familiarity with the potential of internal leadership and external alliances.

5. A perspective on the difficulties of implementing a strategy in a rapidly changing environment.

#### TEACHING METHOD.

The topics which are to be covered are extremely important to the firm, but also very difficult to teach since there are so few exact answers to rely on.

The case method has therefore been chosen as a vehicle for learning. This is as near real life as it is possible to get in a classroom setting, but its success is almost totally dependent on the students' participation. Together, the instructor and students view the different facets of each case and achieve the learning in the process. This means that the students must be exceptionally well prepared for each class, otherwise much of the time is wasted.

Videos will also be used as basis for class discussions as well as for expansion of certain cases. Traditional lecturing will be done in a few classes.

There will be one field project paper to be presented. This will be on a group basis and shall be completed at the end of the semester. See special instructions for the assignment.

#### EXAMINATION AND GRADING.

The final grade of the semester will be based on several elements:

|                     |             |
|---------------------|-------------|
| Class participation | 50%         |
| Field project       | 30%         |
| Final examination   | <u>20%</u>  |
|                     | <u>100%</u> |

#### THE FIELD PROJECT.

The purpose of this project is to provide first hand insight in small business management.

On a group basis, you are to make an in depth analysis of an established company with yearly sales of NOK 5-100 mill. You are to take the role as consultants to the firm, and come up with specific recommendations based on your findings. These recommendations shall be presented both at Oslo Business School and to the management of the company you have investigated. In addition to the presentation at OBS you shall also present a single overhead slide with "lessons learned" from the project.

NOTE: It is not so easy to find a company to investigate, so start the search at once!

## **LITERATURE.**

Because of the scope of the course, the literature required is extensive. It is recommended that you buy all the books - it may be the start of your own management literature collection.

**Collins, J.C and Lazier, W. (compendium):  
Beyond Entrepreneurship**

**Porter, M.E.:  
Competitive Strategy**

**Pearce, J.A. and Robinson, R.B:  
Strategic Management**

**Hanscombe, . and Norman  
Strategic Leadership**

**Recommended:**

**Cialdini, R.B.:  
Influence**

**Drucker, P.F.:  
The Efficient Executive**

**Peters, T.J. and Waterman, R.H.:  
In Search of Excellence**

OSLO BUSINESS SCHOOL  
Rose Prasad  
MBA Fall 1991

## 542 MANAGERIAL FINANCE I

**Course Objective:** To provide students with the opportunity to apply financial theory to practical problems in financial management and to enhance their skills in presenting and defending their analyses.

**Course Description:** The course starts with an introduction to modern financial theory. This theory plays an important role in modern financial management. Once the base of modern financial theory is established, the course will further deal with other topics relevant to top level financial managers. These will include both capital budgeting and financing decisions. During the second half of the semester we will discuss problems connected with international finance and risk management.

| <b><u>Topics:</u></b>                   | <b><u>Number of Hours</u></b> |
|---|-------------------------------|
| Portfolio Theory and CAPM               | 6                             |
| Option Pricing Theory                   | 2                             |
| Market Efficiency                       | 3                             |
| Measuring Corporate Performance         | 4                             |
| Dividends and Capital Structure         | 3                             |
| Capital Budgeting and Valuation         | 9                             |
| Financing Decisions                     | 6                             |
| Strategic Investments                   | 3                             |
| International Finance & Risk Management | 6                             |
| Examinations                            | 3                             |
| Total                                   | 45 Hours                      |

## Teaching Method

The first few weeks of the semester will be devoted to a review of the theory and practices used to make financial decisions. The last weeks will build upon that base and will be devoted to solving case problems.

**LECTURES:** The purpose of a lecture is to build a theoretical base and provide the broad framework for later use in the analysis and solving of capital budgeting and financial problems.

**CASES:** Once a sound base has been established by means of lectures, cases will be used to stimulate the students to use the concepts learned in the lectures in situations that are as "real world" as possible.

## Examinations and Grading:

|                                    |     |
|------------------------------------|-----|
| Written case analysis (individual) | 40% |
| Written examinations               | 60% |

## Course Literature

1. Ross, Westerfield and Jaffe: Corporate Finance  
Irwin, 1990
2. Higgins: Analysis for Financial Management  
Irwin, 1984
3. Packet of case materials
4. Packet of readings

|        |   |
|--------|---|
| Week 1 | Lecture: Measuring Corporate Performance<br>Read: RWJ Ch. 2-3       |
| Week 2 | Lecture: Portfolio Theory & CAPM<br>Read: RWJ Ch. 8-9               |
| Week 3 | Lecture: Portfolio Theory & CAPM, Cont.<br>Read: RWJ Ch. 11         |
| Week 4 | Lecture: Market Efficiency<br>Read: RWJ Ch. 12                      |
| Week 5 | Lecture: Capital Budgeting<br>Read: RWJ Ch. 16                      |
| Week 6 | Lecture: Dividends and Capital Structure<br>Read: RWJ Ch. 14-15, 17 |
| Week 7 | Lecture: Other Theories<br>Read: RWJ Ch. 10 & 20                    |

|         |   |
|---------|---|
| Week 8  | Exam 1<br>Case: Chandler Group  |
| Week 9  | Case: Nysa Resources  |
| Week 10 | Case: Paisano Vineyards   |
| Week 11 | Lecture: Financing Decisions<br>Read: RWJ Ch. 13<br>Case: Commercial Union Assurance        |
| Week 12 | Lecture: Short-Term Financing Decisions<br>Read: RWJ Ch. 25-26<br>Case: Wallis Fasion Group |
| Week 13 | Lecture: Strategic Investments<br>Read: RWJ Ch. 28<br>Case: Hanson Trust                    |
| Week 14 | Lecture: International Financial Management<br>Read: RWJ Ch. 29                             |
| Week 15 | Case: Svenska Neuhaus<br>Case Exam  |



OSLO BUSINESS SCHOOL  
Ivar Kristianslund  
MBA Fall 1991

## **562 QUANTITATIVE BUSINESS ANALYSIS**

### **COURSE DESCRIPTION**

The course is strongly oriented towards business applications, but it will be based upon sound theory. Cases, problems, class projects, papers, class presentations, and class discussions will be a central part of the teaching and learning process. The various topics will be outlined in lectures, but the students are expected to acquire most of the knowledge of the subject matter through an intensive study of the required (and recommended) literature.

The course includes both individual and group assignments. Specific instructions for the various assignments and their grading will be issued as the term progresses.

The computer is an essential instrument of the course. Computer programs like Minitab, Excel, Enable, Lotus, SAS, Supertree, and IFPS will be useful.

QBA 562 is composed of elements from several problem areas, each of which might naturally be the basis for a separate course. Several texts are therefore needed.

A selection of textbooks that will adequately cover the course is given at the end of this paper.

### **COURSE OBJECTIVE**

The objective of the course is to convey a basic understanding of the analytical powers of some common statistical methods.

### **TOPICS**

The following topics will be covered in the course:

1. Basics of research methodology.
2. Some common sampling techniques.
3. Regression analysis reviews.
4. ANOVA reviews and introduction to factorial designs.
5. Selected topics from decision analysis.
6. Introduction to multivariate statistical analysis.
7. Selected topics from categorical data analysis.
8. Principles of forecasting.

### **TEACHING METHOD**

**LECTURES:** The total time in class is 60 hours. 12 of these hours will be reserved for special purposes to provide some flexibility. The remaining 48 hours will initially be allocated evenly among the 8 topics.

Aproximately 1/3 of the total time in class will be spent on lectures.

Lectures will be of two kinds: (1) Introduction to a topic. (2) A summary of the total class work on a topic.

**CASES, ETC.:** For each of the 8 topics, assignments in the form of cases/problems/projects/papers/presentations will also be given. These will be assigned during the semester.

### **EXAMINATIONS AND GRADING**

The final course grade (letter grade) will be determined as follows:

| Description         | Weight |
|---------------------|--------|
| -----               | -----  |
| Written Assignments | 35%    |
| Midterm Exam        | 20%    |
| Final Exam          | 25%    |
| Class Participation | 20%    |
| -----               | -----  |
| Total               | 100%   |

### **COURSE LITERATURE**

#### **1. Research Methodology.**

**Required:** Research Methodology for Economists. Philosophy and Practice, by G. L. Johnson, Macmillan. (Chapters will be given later.)

**Recommended:** Research Methods in the Social Sciences, Alternate Second Edition, by C. Nachmias and D. Nachmias, Edward Arnold Ltd.

#### **2. Sampling Techniques.**

**Required:** Elementary Survey Sampling by R. L. Scheaffer, W. Mendenhall, and L. Ott, PWS-KENT Publishing Company, Boston. Chapters 3-9

**Recommended:** Sampling Techniques by W. G. Cochran, John Wiley & Sons.

#### **3. Regression Analysis Reviews.**

**Required:** Data Models and Statistical Analysis by R. A. Cooper and A. J. Weekes, Philip Allan Publishers Limited. Chapter 8.

**Recommended:** Applied Linear Regression Models by J. Neter, W Wasserman and M. H. Kutner, Irwin, Homewood, Illinois.

#### **4. Introduction to Factorial Designs.**

**Required:** Experimental Design: Procedures for the Behavioral Sciences by R. E. Kirk, Brooks/Cole Publishing Company. Chapter 8.

**Recommended:** Chapters 1-6.

#### **5. Selected Topics from Decision Analysis.**

**Required:** Making Decisions by D. V. Lindley, John Wiley and Sons. Chapters 1-2, 4-5 and 7-9.

**Recommended:** (1) Decision Analysis for the Professional with Supertree by P. McNamee and J. Celona, The Scientific Press, Redwood City, Ca. (2) Decision Making under Uncertainty: Models and Choices by C. A. Holloway, Prentice-Hall. Chapters 1-3 and 5.

#### **6. Introduction to multivariate Statistical Analysis.**

**Required:** Cooper and Weekes (see above) chapters 10-13.

**Recommended:** Applied Multivariate Statistical Analysis by R. A. Johnson and D. W. Wichern, Prentice Hall.

#### **7. Selected Topics from Applied Categorical Data Analysis.**

**Required:** Applied Categorical Data Analysis by D. H. Freeman, Jr. , Markel Dekker, Inc. New York and Basel. Chapter 1-4 with special emphasis on chapter 4.

**Recommended:** (1) The Analysis of Cross-Classified Categorical Data by S. E. Fienberg, The MIT Press, Cambridge, Massachusetts, and London, England. (2) Cooper and Weekes (see above). Chapter 15. (3) Log-Linear Models by D. Knoke and P. J. Burke, SAGE Publications, Inc. Newbury Park, London, and New Delhi.

#### **8. Forecasting.**

**Required:** Forecasting Methods for Management by S. Makridakis and S. C. Wheelwright, John Wiley & Sons. Part B.

**Recommended:** Economic Forecasting for Business: Concepts and Applications by J. J. McAuley, Prentice-Hall. Chapters 1 and 4, and Part 4. (2) Cooper and Weekes (see above). Chapter 9.

**9. Recommended for several topics is also:** SAS/STAT User's Guide. Release 6.03 Edition.

Since it would be very expensive for students to buy all or most of the books listed above, we recommend that students buy at least four books, namely the books by (1) Cooper and Weekes, (2) Scheaffer, et al., (3) Lindley and (4) Makridakis and Wheelwright. In addition a compendium containing most of the remaining required literature will be prepared and offered for sale in the book store. Certainly copies of the required as well as the recommended literature will also be found in the library.

#### **TEACHER**

Ivar Kristianslund

# **3rd Semester MBA**

**MBA Spring 1992  
513 CONSUMER BEHAVIOR**

**SYLLABUS:**

**PROFESSOR: Dr. John C. Crawford**

**OFFICE HOURS: Tues/Thurs 10.00-12.00**

**REQUIRED TEXTS:**

1. Engel, Blackwell, and Miniard, "Consumer Behavior, 6th. ed. The Dryden Press

**SUPPLEMENTARY READINGS**

Articles from the Harvard Business Review, J. of Consumer Marketing, J. of Marketing, and others.

**COURSE DESCRIPTION:**

This course will involve a detailed study of consumer behavior; motivation and attitude; factors influencing consumer decision-making; and the practical implications of these various facets of consumer make-up.

**EXAMINATIONS:**

There will be mid-term and final examinations. Both will be in essay style and will cover all assigned materials.

**GRADING POLICY:**

|                      |            |
|----------------------|------------|
| <b>Mid-term Exam</b> | <b>50</b>  |
| <b>Final Exam</b>    | <b>50</b>  |
|                      | <b>100</b> |

**CONSUMER BEHAVIOR 513**

**MBA SPRING 92 COURSE OUTLINE**

| <b><u>WEEK_</u></b> | <b><u>TOPIC AND ASSIGNMENT</u></b>                         |
|---------------------|--|
| <b>1</b>            | <b>TOPIC: Introduction<br/>Ch 1 &amp; 2</b>                |
| <b>2</b>            | <b>TOPIC: Culture and Social Class<br/>Ch 3-4</b>          |
| <b>3</b>            | <b>TOPIC: Personal and Family Influences<br/>Ch 5-6</b>    |
| <b>4</b>            | <b>TOPIC: Situational Influences<br/>Ch 7</b>              |
| <b>5</b>            | <b>TOPIC: Consumer Resources and Motivation<br/>Ch 8-9</b> |
| <b>6</b>            | <b>TOPIC: Knowledge and Attitudes<br/>Ch 10-11</b>         |
| <b>7</b>            | <b>Mid-term Examination</b>                                |
| <b>8</b>            | <b>TOPIC: Individual Differences<br/>Ch 12</b>             |
| <b>9</b>            | <b>TOPIC: Information Processing<br/>Ch 13</b>             |
| <b>10</b>           | <b>TOPIC: Learning<br/>Ch 14</b>                           |
|                     | <b>TOPIC: Influencing Attitudes and Behavior<br/>Ch 15</b> |
| <b>11</b>           | <b>TOPIC: Decision Processes<br/>Ch 16</b>                 |
| <b>12</b>           | <b>TOPIC: Need Recognition<br/>Ch 17</b>                   |
|                     | <b>TOPIC: Alternative Evaluation<br/>Ch 18</b>             |
| <b>13</b>           | <b>TOPIC: Purchase and Outcomes<br/>Ch 19</b>              |
| <b>14</b>           | <b>Topic: Retailing and Consumer Trends<br/>Ch 20</b>      |
| <b>15</b>           | <b>Topic: Global Consumer Marketing</b>                    |
| <b>16</b>           | <b>Final Examination</b>                                   |

**MBA Spring 1992  
515 SERVICE MARKETING**

**SYLLABUS:**

**PROFESSOR: Dr. John C. Crawford**

**OFFICE HOURS: Tues/Thurs 10.00-12.00**

**REQUIRED TEXTS:**

**1. Lovelock, C., SERVICES MARKETING, Prentice Hall, 1984**

**SUPPLEMENTARY READINGS**

**Articles from the Harvard Business Review, J. of Services Marketing, J. of Marketing, and others.**

**COURSE DESCRIPTION:**

**This course is designed for those students who may be interested in careers in the service sector of the economy. It will address the distinct needs and problems of service organizations in the area of marketing.**

**EXAMINATIONS:**

**There will be mid-term and final examinations. Both will be in essay style and will cover all assigned materials.**

**GRADING POLICY:**

|                      |            |
|----------------------|------------|
| <b>Case Studies</b>  | <b>30</b>  |
| <b>Mid-term Exam</b> | <b>30</b>  |
| <b>Final Exam</b>    | <b>40</b>  |
|                      | <b>100</b> |

**515 SERVICE MARKETING**

**MBA SPRING 92 COURSE OUTLINE**

| <b><u>WEEK_</u></b> | <b><u>TOPIC AND ASSIGNMENT</u></b>  |
|---------------------|---|
| <b>1</b>            | <b>TOPIC: Introduction</b>  |
| <b>2</b>            | <b>TOPIC: Distinctive Aspects of Services<br/>Case #1</b>                                     |
| <b>3</b>            | <b>TOPIC: Creating Breakthrough Services<br/>Case #2</b>                                      |
| <b>4</b>            | <b>TOPIC: Developing a Vision of the Business<br/>Case #3</b>                                 |
| <b>5</b>            | <b>TOPIC: Building Customer Loyalty<br/>Case #4</b>   |
| <b>6</b>            | <b>TOPIC: Focusing and Positioning<br/>Case #5</b>  |
| <b>7</b>            | <b>Mid-term Examination</b>   |
| <b>8</b>            | <b>TOPIC: Costs and Benefits<br/>Case #6</b>  |
| <b>9</b>            | <b>TOPIC: Management of Quality<br/>Ch #7</b>   |
| <b>10</b>           | <b>TOPIC: Managing Supply and Demand<br/>Case #8<br/>TOPIC: Managing Networks<br/>Case #9</b> |
| <b>11</b>           | <b>TOPIC: Managing Information<br/>Case #10</b>   |
| <b>12</b>           | <b>TOPIC: Managing People</b>   |
| <b>13</b>           | <b>TOPIC: Organizing Work</b>   |
| <b>14</b>           | <b>TOPIC: Conceiving Breakthroughs</b>  |
| <b>15</b>           | <b>TOPIC: Realizing Service Breakthroughs</b>   |
| <b>16</b>           | <b>Final Examination</b>  |



## 516 GLOBAL MARKETING AND BUSINESS NEGOTIATION

### COURSE DESCRIPTION

One of the most significant trends of the past three decades has been the globalisation of the market place. Companies are forced to seek sales and profit opportunities in overseas markets with greater frequency. National borders frequently prove to be artificial, rather than real barriers to international trade. The flow of products and resources across countries has thus expanded at a phenomenal rate. This explosion of international business activity has had a market impact on our lifestyles, incomes and values as customers, as well as on the structure and competitiveness of the economy in general. Doing business abroad is however, still considered as a difficult task. The firms are therefore, facing problems in marketing their products and services in international markets.

There is thus, a great need for the changing attitudes of business firms about the importance of having an international perspective in their business operations. Several empirical studies indicate that an increasing number of firms are emerging as international marketers serving "global markets". Firms which have been traditionally serving domestic markets are realising that these markets are being saturated as supply is exceeding demand.

The course is concerned with international marketing, export management and business negotiations. It is assumed that to be successful in international market, competence in general marketing is not sufficient. In addition to knowledge, competence, and experience in international marketing, the firms need to have the proper attitude and approach.

### COURSE OBJECTIVES

1. To acquire theoretical base for international trade and export behaviour theories.
2. To learn and understand the internationalization process of firms and their entry strategies.
3. Focusing on business negotiations we will go through different negotiation strategies, phases and tactics. Moreover, we will learn to know those factors which influence these negotiations and the outcome.
4. To acquire knowledge on international marketing strategy and marketing research in international environments.

It is difficult to avoid the importance of cultural differences in international business relations. There is a lot of literature available on these issues, and we shall go through that literature and discuss the influence of these differences on international marketing and negotiations.

## TEACHING METHOD

Teaching will be done in forms of lectures by the teacher and by the guest speakers. As far as the guest speakers are concerned, it is strived to have a combination of academics and business people. The speakers from business and industry would be those having extensive experience in international business and negotiations. As mentioned earlier, we are also going to have a number of cases and a role play where we will discuss and analyse actual marketing negotiation situations and problems. The cases and role play will be prepared in smaller groups but grading will be done on individual basis.

## EXAMINATION AND GRADING

There is a written examination for the course, as well as students will be graded according to case analysis and class participation. Moreover, the students will be required to write a term paper (essay) in smaller groups. In this term paper they will be asked to study an international marketing problem or a negotiation situation, empirically. They will analyse the same utilising the knowledge gained in the course. The grading will be done on average of participation in the following manner:

- |   |     |
|---|-----|
| 1. Written case analysis, class discussion<br>and role play participation   | 25% |
| 2. Written paper, defence and critic<br>(analysis of another group's paper) | 25% |
| 3. Written examination  | 50% |

## TEXT BOOKS

1. International Marketing 2nd. ed.  
M. Czinkota and I. Ronkainen Dryden, 1990.
2. Cavusgil, S.T. & Ghauri, P.N. Doing Business in  
Developing Countries: Entry and Negotiation Strategies,  
Routledge, London, 1990.
3. Fisher, R. & Ury, W., Getting to Yes: Negotiating  
Agreement without giving in, 1982, Huchinson, London.

## TEACHER

Dr. Pervez N. Ghauri

Oslo, 04.11.1991.

PG/lrs

REVISED

**INTERNATIONAL MARKETING AND BUSINESS NEGOTIATION**

Mondays and Thursdays 14.00 - 15.30

Room 430

| Date  | Topic   | Readings   |
|-------|---|--|
| 14/01 | Introduction and Practical Details (Project work)                 | Czinkota & Ronkainen (C&R) Chapter 1, Cavusgil and Ghauri (C&G) Chapter 1. |
| 16/01 | International Marketing Environment                               | C&R Chapter 3&4  |
| 20/01 | International Cultural Environment                                | C&R Chapter 5&6<br>Hofstede (Articles)                                     |
| 23/01 | International Marketing Export Process & Product Adaption         | C&R Chapter 7&8<br>(Eric Naes)   |
| 27/01 | Internatinal Marketing Opportunities & Problems                   | C&R Chapter 9&10<br>(Eric Naes)  |
| 30/01 | International communication (advertising) & Distribution Channels | C&R Chapter 11&12  |
| 03/02 | Case discussion - Alfa Laval                                      |  |
| 06/02 | Internationalization Process                                      | Johanson & Wiedersheim-Paul, C&R Chapter 13&14                             |
| 10/02 | Foreign Direct Investment & MNCs                                  | C&R Chapter 14-16  |
| 13/02 | Case discussion Union Carbide at Bhopal                           |  |
| 17/02 | International Marketing & Control                                 | C&R Chapter 20<br>C&G Chapter 3  |
| 20/02 | International Marketing The Case of Norwegian firms               | Guest Speaker<br>Bengt Ramberg   |
| 24/02 | Advisory session for Research Report                              |  |
| 27/02 | Case discussion Good Year & South Africa                          |  |

|       |   |                                   |
|-------|---|-----------------------------------|
| 02/03 | Introduction to Negotiation                                   | C&G Chapter 4<br>Ghauri (Article) |
| 05/03 | International Business<br>Negotiation                         | C&G Chapter 5&6                   |
| 09/03 | "   | "                                 |
| 12/03 | Negotiations based on<br>Conflict Theory                      | Guest Speaker<br>Pål Foss         |
| 16/03 | Labour vs Management<br>Negotiations                          | Guest Speaker<br>Pål Foss         |
| 19/03 | Cross Cultural<br>Communication                               | Articles<br>Hofstede, Morris      |
| 23/03 | Case Discussion   | A Pulp Mill to India              |
| 26/03 | Business Negotiation in<br>former Eastern Block               | Guest Speaker<br>Gunnar Fjellheim |
| 30/03 | Advisory Session for<br>Research Report                       |                                   |
| 02/04 | Case discussion   | Messey Ferguson in Poland         |
| 06/04 | Role Play Recording   | (See separate Schedule)           |
| 09/04 | Role Play Analysis  | "                                 |
| 10/04 | Submission and exchange of<br>Research Report at 15.00.       |                                   |
| 27/04 | Project Report & Opposition<br>(half group) and Course Review |                                   |
| 30/04 | Project Report & Opposition<br>and Course Review (half group) |                                   |
| 07/05 | Final Examination   |                                   |

Oslo, 16.01.1992  
PG/lrs

OSLO BUSINESS SCHOOL  
Terje K. Lien  
MBA Spring 1992

### Tentative

## 523 PRODUCTION SYSTEMS (OPERATIONS MANAGEMENT)

### Required textbooks:

- James L. Riggs: Production Systems: Planning, Analysis and Control. (Wiley) New York, 1987
- Yih-Long Chang: QSOM - Quantitative Systems for Operations Management. (Prentice Hall). Englewood Cliffs, 1989.

Recommended reading: Goldratt & Cox: The Goal, (North River Press) 1986.

### COURSE DESCRIPTION

The central objective of all industrial activities is to produce goods or services of some kind. The essential problem in the same organizations is therefore to run the production at maximum efficiency to maximize the profits of the organizations activities. The production system course will give an overview of the production "life cycle", from design through planning and manufacturing to control and dispatching. The major topics will be: Elements in the product life cycle, different production systems, product design phases, plant layout and project planning, resource allocation, human factors and work place design, materials and inventory management, quality management and productivity.

### COURSE OBJECTIVE

- To present an overview of different production systems.
- To work through the basic techniques of production management.
- To present an overview of production economy and productivity issues.

### TEACHING METHODS

The teaching will consist of lectures, excursions to production plant, and solving of exercise tasks by use of personal computer. Two short term paper assignments will also be given.

### EXAMINATION AND GRADING

The grading will be based on the term papers (60 %) and a short final examination (40 %).

OSLO BUSINESS SCHOOL  
Henning Bang  
MBA Spring 1992

## 524 INTERPERSONAL DYNAMICS

### OBJECTIVES:

The course is designed to help you learn about your interpersonal behavior and its impact on others, and to increase your skills in building more open and rewarding relationships. Improving your knowledge and abilities in these areas should help you not only to become a more effective manager but also a more effective human being.

### COURSE FORMAT:

The course is limited to twelve students. Meetings consist of Monday and Friday class sessions, two hours each day; weekly evening T-groups (Training Groups), three hours probably each Monday evening; and a 2-days seminar. Friday class sessions provide the conceptual knowledge and behavioral skills necessary to reflect and learn from the exercises we will do on Mondays at daytime. Monday evenings will be spent in an "unstructured T-group format", where you have the possibility to reflect, discuss and react to what is happening between the members of the T-group. Two facilitators, whose role is to help you learn in the T-group setting, will be assigned to the group. However, it is not their responsibility to make things happen; it is yours. Your learning will depend on the extent to which you are present and willing to get involved.

The 2-days seminar is held in the middle of the semester, and will mainly consist of T-group meetings. This seminar will be held outside Oslo Business School, and students must pay for their room and board.

Personal written work consists of answering the assignments in the Self Assessment Book (SAB), weekly recording your personal experiences, and at the end of the course - writing a Self-Development Paper, which gives you an opportunity to explore, in depth, an aspect of your behaviour that is important to you.

The text for this course is a compendium of articles taken from a variety of sources.

### COURSE REQUIREMENTS:

Because of the heavy experiential orientation during the class, you have to be there to learn. Attendance at ALL Monday class sessions and T-group meeting is course requirement. You may be absent one Friday during the course period - the rest of the Fridays are mandatory.



## GRADING

Grades will be based on three factors:

- \* The quality of your Self Assessment Book, Self Development Paper and Weekly Introspection Journal
- \* Your personal risk-taking, involvement, and participation in the group - assessed by you, your peers and the facilitators
- \* Group attendance. Your grade will be reduced by one full letter for each absence from any Monday class or evening T-group. After the first Friday class absence, your grade will be reduced a full letter for every additional one.

## INTERPERSONAL DYNAMICS, SPRING 1992

Friday sessions: 08:00-09:30  
Monday sessions: 08:00-09:30  
T-group sessions: 19:45-21:45 (Monday evenings)

T-group sessions will be held in Eilert Sundts gt. 34, Kirkens  
Familierrådgivningskontor, 3rd floor.

Lecturers: **Henning Bang** (Psychologist/MBA)  
**Astri Eidsbø Lindholm** (Specialist in clinical  
psychology)

### **I. INTRODUCTION AND ORIENTATION**

1. January 13th (M) Do: Assignment #1 in Self Assessment  
Book (SAB) - Knowing Ourselves

### **II. GROUP FORMATION**

2. January 17th (F) Read: "To be the self one truly is"  
Do: Assignment #2 in SAB - What This  
Course is About
3. January 20th (M) Read: "The week at Inverness"  
Do: Assignment #3 in SAB - The Nature  
of Experiential Learning

### **III. SELF-DISCLOSURE**

- NB! 4. January 22nd (W) Read: "The healthy personality and  
(20:00-21:30) self-disclosure"  
Do: Assignment #4 in SAB - Self  
Disclosure
5. January 27th (M) Read: "Defenses and the need to know"  
Do: Assignment #5 in SAB - Different  
Aspects of Oneself

### **IV. FEEDBACK**

6. January 31st (F) Read: "Giving and receiving feedback"  
Do: Assignment #6 in SAB - The Feedback  
Process: What is Being Supportive?
7. February 3rd (M) Read: "The lonely person and his  
experiences in an encounter group"  
Do: Assignment #7 in SAB - Self  
Perception

## V. FEELINGS

8. February 7th (F) Read: "Introduction to How Do You Feel?"  
Do: Assignment #8 in SAB - Feelings and Emotions
9. February 10th (M) Read: "Words can be windows or walls"  
"Listening: The sine qua non of supportive behavior"  
Do: Assignment #9 in SAB -  
Communication: It's Different than Talking

## VI. INFLUENCE

10. February 14th (F) Read: "How people change"  
Do: Assignment #10 in SAB - Influence Triangle
11. February 17th (M) Read: "The dating/mating game"  
Do: Assignment #11 in SAB - The Influence Process

-----  
Turn in Self Assessment Books this Monday  
-----

## VII. GROUP DYNAMICS

- NB!12. February 19th (W) Read: "What to observe in a group"  
20:00-21:30 Do: Assignment #12 in SAB - The Dynamics of Groups
13. February 24th (M) Read: "Norms, group pressures and group standards"  
Do: Assignment #13 in SAB - Group Norms: Functional and Dysfunctional

## VIII. PREPARING FOR THE 2-DAYS SEMINAR

### A. Support Group Formation

- NB!14. February 27th (Th) Read: "Support: Creating a climate for growth"  
(20:00-?) Do: Assignment #14 in SAB - Supportiveness: Caring vs. Protection
15. March 2nd (M) Read: "Feelings and the feedback process"  
Do: Assignment #15 in SAB - Processing the Support Groups

-----  
Friday 6th and Monday 9th - no class due to Oslo Marketing Symposium  
-----

## B. Setting Goals

NB! 16. March 11th (W)  
(20:00-21:30)

Read: "To be the self that one truly is"  
(Reread)  
Do: Assignment #16 in SAB - Preparing  
for the Weekend (= Seminar)

March 13th/14th (Friday/Saturday): 2-days intensive seminar

17. March 16th (M) NO CLASS - HOWEVER, EVENING T-GROUP WILL MEET THIS WEEK AT REGULAR TIME

## IX. FINAL ACTIVITIES

### A. Reflecting on Course Learnings

18. March 20th (F)

Read: "Self-Actualization and beyond"  
Do: Assignment #18 in SAB - Personal Development Project

### B. Giving Each Other an Overall Perspective

19. March 23rd (M)

Read: "Toward becoming a fully  
functioning person"  
Do: Assignment #19 in SAB - Final  
Feedback

## X. END OF CLASS

20. March 27th (F) Read: "Yes, but was this experience real?"

Turn in **Self Development Paper, Introspection Journal and SAB** by 4:00 p.m. on Monday, April 6th.

**525      MANAGEMENT OF CREATIVITY, ENTREPRENEURSHIP,  
         INNOVATION AND TECHNOLOGY**

**Course description and objectives**

In every section of business today there are many sources of pressure for greater innovation. Creativity and entrepreneurship are emerging as one of the most important focus of attention for managers in all kinds of organizations.

One of the common myths about innovation is "Innovation is created by lone genius inventors". Careful research in many corporations has provided insights into how corporate entrepreneurs operate. The result of this research shows that "Innovation is possible in every organization".

This course is directed to the needs of several groups of people

- would-be entrepreneurs
- would-be managers of innovation and entrepreneurial processes in established companies
- would-be managers in creativity-driven businesses.

The purpose of the course is:

- to analyse and understand the basic rules of creative processes which lead to generation of new ideas
- to become familiar with personal and organizational aspects of entrepreneurial behaviour as an ability to identify business opportunities based on new ideas
- to create a rigorous and formal framework for management of entrepreneurship and technology-based innovation in existing companies and new ventures. Elements of such a framework are strategies, organization and skills.

The basic elements of the course are

- Managing creativity
- The entrepreneur
- Managing innovation in evolving organizations
- Entrepreneurs in the established firms
- Managing technology-based innovation.

Additional topics to be dealt with during the course are:

- Synergies
- Alliances
- New ventures.

#### Teaching method

- Lectures based on the theory and results from latest research in this field, in particular from Harvard Business School.
- The students will be stimulated to participate in round table discussions. The teaching material will be completed with videos.
- Each student will individually be working with a case study.
- The class will be divided into several groups working with projects.
- The results from the projects and the individual cases will be discussed in the class.

#### Examination and grading

- 50% of the final grade will be determined by the case study, project work, and round table discussions
- The other 50% will be based on the results of a final written examination held at the end of the semester.

#### Course literature

- Entrepreneurship, creativity and organization, John Kao
- Other written material which will be handed out during the course.

## **COURSE PLAN**

### **MANAGEMENT OF CREATIVITY, ENTRE- PRENEURSHIP, INNOVATION AND TECHNOLOGY**

- \* The course is directed to the need of**
  - Would-be entrepreneurs**
  - Would-be managers of entrepreneurial processes in established companies**
  - Would-be managers in creativity-driven businesses**
  - Managers of technology**
  
- \* The first part of the course is divided into four subjects:**
  - Managing creativity**
  - The entrepreneur**
  - The evolving organization**
  - The established organization**
  
- \* The second part of the course deals with selected topics in management of technology**

## **GRADES**

- \* 10% class interaction**
- \* 15% individual case study + presentation**
- \* 25% project work**
- \* 50% examination**

**Sum > 90            = A**

**80 < Sum < 90    = B**

**70 < Sum < 80    = C**



## **COURSE LITERATURE**

- \* John Kao; Entrepreneurship, Creativity & Organization**
- \* Handouts**

## TIMETABLE

| DATE                 | SUBJECT                            | COMMENTS                      |
|----------------------|------------------------------------|-------------------------------|
| 13.01.92             | Introduction                       |                               |
| 15.01.92             | Creativity 1                       |                               |
| 20.01.92             | Creativity 2                       | Allocation of<br>Case study 1 |
| 22.01.92             | Group work                         |                               |
| 27.01.92             | Group work                         |                               |
| 29.01.92             | Entrepreneurship 1                 | Report from<br>group work     |
| 03.02.92             | Entrepreneurship 2                 | Allocation of<br>Case study 2 |
| 05.02.92             | Group work                         |                               |
| 10.02.92             | Group work                         |                               |
| 12.02.92             | Presentation Case study            |                               |
| 17.02.92             | Evolving organization              |                               |
| 19.02.92             | Presentation Case study 2          |                               |
| 24.02.92<br>26.02.92 | Winter vacation<br>Winter vacation |                               |
| 02.03.92             | Established organization           | Allocation of<br>Case study 3 |

| DATE                 | SUBJECT                             | COMMENTS |
|----------------------|-------------------------------------|----------|
| 04.03.92             | Innovation established organization | Video    |
| 09.03.92             | Innovation established organization | Video    |
| 11.03.92             | Group work                          |          |
| 16.03.92             | Presentation Case study 3           |          |
| 18.03.92             | Guest lecture                       |          |
| 23.03.92             | Management of Technology 1          |          |
| 25.03.92             | Management of Technology 2          |          |
| 30.03.92             | Management of Technology 3          |          |
| 01.04.92             | Reserved                            |          |
| 06.04.92             | Reserved                            |          |
| 08.04.92             | Presentation project work           |          |
| 13.04.92<br>15.04.92 | Easter week                         |          |
| 22.04.92             | Examination                         |          |

**(527) BASIC COURSE DESCRIPTION**  
**ENTREPRENEURSHIP AND NEW VENTURE DEVELOPMENT**

**I. ENTREPRENEURSHIP**

Conceptually this section is designed to consider two key issues related to the general concept of entrepreneurial management. First, entrepreneurship as an attitude which can be learned is considered. Second, how this is applied to both growing firms and large organizations.

**OBJECTIVES**

**Part 1. Entrepreneurial Concepts/and Processes**

1. To understand the entrepreneurial process and each of its stages for later use in analysis and decision making as an entrepreneur or manager.
2. To acquire knowledge about the requirements for entrepreneurial success and failure.
3. To stimulate the student to begin to plan for entrepreneurial career alternatives.

## II. NEW VENTURE DEVELOPMENT

This section provides an opportunity to develop a business plan for a new venture or expansion of an existing company. Students are expected to acquire skills in evaluating business ventures, learn alternative financing sources, develop ideas for differentiating products, and develop an understanding of what is required to harvest the profits in a growing business.

### OBJECTIVES

1. To show students how to start ventures, how to find venture ideas and how to evaluate new venture proposals.
2. To provide an introduction to business plan development.
3. To show how to attract seed and growth capital from venture capitalists, investment banking, government, and commercial banking sources.
4. To show how to demonstrate financial viability and prepare the business plan. The final business plans are presented to members of the Advisory Council for review.
5. To show how to go public, sell out, or acquire other firms.

### DEVELOPMENT OF THE VENTURE FEASIBILITY ANALYSIS

- The analysis and presentation are the single most important project in the term and of ongoing use to you. It is your project - a tool to work your way from an idea to an opportunity.
- The project must be for a venture that will accomplish the following:
  - a. Be capable of supporting you at a salary comparable to your market value. The firm must be able to provide that average salary over the first 5 years.
  - b. You must be compensated for "sweat" equity, those 20 hour days and no vacations.
  - c. A risk adjusted rate of return on your investment must be calculated and accounted for.
  - d. Must be legal or look to be within 5 years.

These criteria suggest a firm with growth potential and the ability to be more than an income substitute or escape situation.

## DESCRIPTION OF THE VENTURE PROPOSAL

### I. Objective of the Project

The objective of this portion of the course is to learn how to prepare a feasibility study and plan business.

### II. Methodology

- A. By no later than the second week you should have selected an idea for a new venture and prepared a 2-3 page write-up of it to turn in no later than week 3. The idea may have come to you from another source entirely. In any case, it must be an idea that appears on the surface to be reasonably open to implementation, pending further study.
- B. Your write up should describe the product(s) or service(s) involved, the market niche, a rough estimate of the size of the market, the specific tasks you plan to perform in developing the proposal, and the timetable for each task. You will meet periodically with the professor to review your progress on the basis of your timetable. (The Timmons outline is suggested.)
- C. When your proposal topic is approved, (by the end of the third week), you should begin following your task outline and timetable. Do not hesitate to call upon professors as needed. Keep in mind that not all proposals will prove to be feasible. If your analysis shows at the end that the venture is not feasible, the proposal is still quite acceptable to the faculty if it is well done.

### III. Value of the Project

- A. Entrepreneurs will prepare and/or evaluate many business proposals during their career. If you can do one of them, with help, doing others in the future will be easier. The mystery will be taken out of proposal development.
- B. Proposal writing is interdisciplinary, requiring that you integrate and apply tools and concepts of marketing, finance, accounting, economics, quantitative analysis, and management. In the development of the proposal, you see how these six disciplines interrelate in a venture and influence one another.

### IV. Grading criteria for the venture proposal in order of importance:

- A. Quality of the report: Comprehensiveness, depth and accuracy of analysis, analytical pragmatism, insights shown (do you really understand the business), creativity and originality.

- B. Complexity or difficulty of the project: A proposal for a manufacturing facility producing a new product or product line can expect to receive a much higher grade than one proposing a small consulting business, other things being equal.
- C. Extent of implementation: If this project is real and you begin implementing it during the semester, this is bound to be reflected in your grade
- D. Reaction of the Advisory Council. They will be asked to fill out an evaluation and return it to the professor.
- E. Quality of communication: Is the proposal well written, free of errors in grammar, spelling, and typing. Is it neatly (but not expensively) bound? Are charts, drawings and pictures well rendered?
- F. Meeting deadlines!



528 Creative Problem Solving and Decision Making  
Course Syllabus - Spring 1992

Topic:

1. Classification of problem types.  
Overview of managerial problem solving area.  
Normative versus descriptive models for decision making and their implications for decision support.
2. Decision maker's limitations.  
Problem solving style and Jungian psychological styles.  
Dominant and auxiliary cognitive modes - implications for problem solving.
3. Hogarth's model of data acquisition and judgement.  
Overview of information processing heuristics.  
Problem solving biases and decision aids to overcome them.
4. Churchman's framework for problem diagnosis models.  
Diagnosing operational problems, the Kepner-Tregoe model.
5. Kepner-Tregoe diagnosis phase.  
Kepner-Tregoe solution phase.
6. When should groups be formed and group decision making.  
Group types and group decision making.  
The Vroom-Yetton model.
7. Why groups fail, groupthink and other problems.  
Strategies for overcoming group pathologies - forming and structuring.  
Jungian types and optimal problem solving teams.
8. Diagnosing operational problems within groups.  
Fishbone diagrams and applications.  
Brainstorming and if-then reasoning.  
Computer supported group decision making, the GDSS concept.
9. Diagnosing managerial problems within groups.  
Kantian Inquiry and Alternative World Views.
10. Diagnosing strategic problems.  
Assumption Surfacing Procedure.  
Soft systems methodologies.
11. Implementation and innovation processes.  
Alternative frameworks for comprehending implementation.  
Sociotechnical systems and organizational change.
12. Creativity - problem purpose expansion and analogy.  
Bypass methods to overcome problem solving blocks.



Goals and Course Objectives:

1. Differentiate the major normative and descriptive models of decision making.
2. Identify the major structural problems of ineffective groups and overcome them.
3. Identify common heuristics that managers use in arriving at problem solutions and develop structured decision aids to overcome them.
4. Identify what decision support tools should be developed to aid decision makers in improving problem diagnosis.
5. Utilize diagnostic tools to solve operational, managerial, and strategic problems.
6. Identify the major barriers to effective decision implementation and develop counter strategies.
7. Propose and develop an application based piece of research in the problem solving area.

Textbook:

Problem Solving: A Logical and Creative Approach  
H. J. Brightman  
Georgia State University Press, 1980

Student evaluation based on:

Case analyses  
Presentations of assigned articles (either written or oral)  
Research project  
Final examination

## 533 INTERNATIONAL BUSINESS COMMUNICATIONS

### Course Description

This course is designed to provide the student with the theoretical and practical knowledge necessary for effective international business communication. Specific oral and written skills will be developed.

### Course Objectives

The objectives of the course are to enable the student

- 1) to express him-or herself clearly and persuasively both orally and in writing
  - 2) to understand and command various types of interview situations
  - 3) to be prepared for the contingencies of crisis and conflict management
- and in all of these situations to be prepared to take cultural differences into account.

### Methods

Theoretical aspects of international business communication will be presented through lectures and seminars. The international student body at Oslo Business School will provide much of the resource material for the course; the group will investigate communication methods and problems existing among themselves. The student's practical application of theory will be presented and discussed in class.

### Lecturers

Course coordinator: Roberta Wiig  
Lecturers: Professionals  
Businesspeople

### Evaluation

The class is not based on lectures, so the participation of all class members is necessary.

5 obligatory assignments

|               |     |
|---------------|-----|
| Report        | 25% |
| Presentation  | 25% |
| Final package | 50% |

- 1) video - portrayal of a difficult communication situation
- 2) Report - final paper, stating the theory behind the situation, and explaining why it was handled the way it was. 3-5 pages, single-spaced, visual aids in addition.

### Course Literature

Required: The Cultural Dimension of International Business, Gary P. Ferraro  
Managerial Communications, Dale A. Level, Jr. and William P.  
Galle, Jr.  
Course Materials Book

### 533 INTERNATIONAL BUSINESS COMMUNICATIONS

Spring Semester, 1992 Tentative Schedule

- |         |  |
|---------|--|
| Week 1  | Introduction to the Semester / Video, <u>Bridging the Culture Gap</u><br>Simulation, <u>Bafa Bafa</u>      |
| Week 2  | Aspects of Norwegian culture<br>Guest lecturer, Steinar Bryn<br>Communication Theory (CDIB) Chapters 1 & 2 |
| Week 3  | Presentation Techniques, Jack Bjerkvik   |
| Week 4  | Presentation Workshop  |
| Week 5  | Communication Theory (CDIB) Chapters 3 & 4<br>Communication Theory (MC) Chapter 4                          |
| Week 6  | Conflict Communications  |
| Week 7  | Conflict Communications  |
| Week 8  | Conflict Communications  |
| Week 9  | Communication Theory (CDIB) Chapter 5, (MC) Chapter 1<br>Video, <u>Managing Cultural Differences</u>       |
| Week 10 | Writing Workshop   |
| Week 11 | Resumés, Cover letters, Interviews<br>(MC) Chapters 13 & 14  |
| Week 12 | Crisis Planning, Case  |
| Week 13 | Media Communications   |
| Week 14 | Media Communications   |

**Kursbeschreibung: Deutsch - Sprache, Grammatik und Kulturverständnis (Kreditpunkte: 2)**

**Ziel/Inhalt**

Ziel des Kurses ist es, die sprachlichen Fertigkeiten der Studenten zu entwickeln: sie sollen einfache Texte unterschiedlicher Art lesen und verstehen, einfachere Texte zusammenfassen, Gespräche führen und diskutieren, sowie sich schriftlich und mündlich ausdrücken können. Durch ausgewählte Themenkreise bekommen die Studenten Einblick in die deutsche Kultur und Gesellschaft. Grundlegende grammatische Lernbereiche werden systematisch wiederholt und ausgewählte Probleme werden aufgegriffen. Der Kurs soll die Grundlage bilden für eine schwerpunkt=mäßige Beschäftigung mit der deutschen Sprache und Kultur, wahlweise im Bereich Wirtschaft oder Literatur. Möglichkeit zum ZDaF.(Zertifikat Deutsch als Fremdsprache).

**Durchführung:**

**Gruppenunterricht:** Es wird großer Wert darauf gelegt die Studenten mündlich und schriftlich zu aktivieren. Rollenspiele, Interviews, Resümés und Diskussionen.  
**Gruppenarbeit:** In Kleingruppen arbeiten die Studenten mit zurechtgelegten Aufgaben, die u.a. auch Grundlage für die Präsentationen sein können.  
**Selbststudium:** CALL, Hausaufgaben: Grammatikübungen, schriftlicher Ausdruck und vorbereitendes Lesen von Texten.

**Umfang: 14 Wochen**

**Gruppenunterricht:** 3 Ustd.pro Woche ----> 42 Ustd.

**Gruppenarbeit:** 1 Ustd. pro Woche ----> 14 Ustd.

**Selbststudium:** CALL 1 Ustd.pro Woche ----> 14 Ustd.

**Vorkenntnisse:**

Der Kurs setzt Grundstufenkenntnisse voraus.

**Lehrbeauftragte:** cand.mag. Roswitha Handberg

**Lehrbücher:**

- Stufen 4. Kolleg Deutsch als Fremdsprache. Verlag Klett Edition. München. 1991
- deutsch üben 1: "mir" oder "mich"?. Übungen zur Formenlehre. Verlag für Deutsch 1991
- Tatsachen über Deutschland 1991
- Tysk-tysk ordbok
- Texte og Artikel

**Empfohlene Literatur:**

- Dreyer-Schmitt: Lehr- und Übungsbuch der deutschen Grammatik, Verlag für Deutsch, 1990 mit Lösungsschlüssel und Cassetten zur Grammatik
- Übungsgrammatik zu Stufen, Verlag Klett Edition, München 1991
- Aktuell und interessant: Lesetexte zur Landeskunde, Langenscheidt 1990
- Sprachzeitungen: Authentik und Presse und Sprache
- Tageszeitung
- Zeitschriften nach eigener Wahl

**Bewertung:**

**schriftlich** 2 Tests, jeder zählt 20%  
Examen

40%

60%

**mündlich:** Präsentation  
Examen

40%

60%



## LAN:424 Kursbeskrivelse: Tysk - Språk, grammatikk og kulturforståelse - Vekttall 2

### Mål / innhold

Kurset tar sikte på å utvikle studentenes reseptive, reproduktive og produktive ferdigheter: d.v.s. studentene skal kunne lese og forstå tekster av ulike slag, gi resyméer av enklere tekster, føre samtaler og diskutere samt å uttrykke seg skriftlig på tysk. Gjennom utvalgte temakretser får studentene kjennskap til tysk kultur og tyske samfunnsforhold. Videre legges det også stor vekt på grammatikk. Grunnleggende grammatiske emner repeteres systematisk og utvalgte grammatiske problemer gjennomgås særskilt. Kurset skal danne grunnlag til videre spesialisering i tysk, enten med hovedvekt på forretningsspråk eller litteratur. Mulighet til å ta ZDaF (Zertifikat Deutsch als Fremdsprache).

### Gjennomføring:

Lærerstyrt undervisning: Det blir lagt stor vekt på å aktivisere studentene, både skriftlig og muntlig. Rollespill, intervjuer, dialoger, resyméer, presentasjoner og diskusjoner er en naturlig del av undervisningen.

Gruppearbeid/veiledning: (obligatorisk) I grupper på 3-4 studenter arbeides det med tilrettelagte oppgaver.

Selvstudie: Det vil bli gitt hjemmearbeid i form av stiler og lesing av tekster, grammatikk- og ordforrådøvelser.

### Omfang:

Lærerstyrt undervisning: 3 timer i uken i 14 uker ---> 42 timer

Gruppearbeid/veiledning: (obligatorisk) 1 time i uken i 14 uker ---> 14 timer

Selvstudie: CALL: 1 time i uken i 14 uker ---> 14 timer

selvstendig studiearbeid i form av hjemmearbeid, innleveringer og annet

### Krav til forkunnskaper:

Kurset bygger på C-språk / B-språk fra videregående skole eller tilsvarende. Obligatorisk språkprøve.

Foreleser: cand mag. Roswitha Handberg

### Obligatorisk litteratur / Lehrbücher:

- Stufen. Kolleg Deutsch als Fremdsprache. Verlag Klett Edition. München. 1991
- deutsch üben 1: "mir" oder "mich"? Übungen zur Formenlehre. Verlag für Deutsch 1991
- Tatsachen über Deutschland 1991
- Tysk-tysk ordbok
- Tekster og artikler utgitt av foreleseren

### Anbefalt litteratur:

- Dreyer-Schmitt: Lehr- und Übungsbuch der deutschen Grammatik, Verlag für Deutsch, 1990 mit Lösungsschlüssel und Cassetten zur Grammatik
- Übungsgrammatik zu Stufen, Verlag Klett Edition, München 1991
- Aktuell und interessant: Lesetexte zur Landeskunde, Langenscheidt 1990
- Sprachzeitungen: Authentik und Presse und Sprache
- Tageszeitung
- Zeitschriften nach eigener Wahl

### Evalueringskriftlig:

2 tester  
Eksamen

40%  
60%

### muntlig:

presentasjoner  
Eksamen

40%  
60%

**Deutsch - Landeskunde und Wirtschaft**  
Lehrplan (vorläufig)

1. Woche: LK: Die Bundesrepublik Deutschland in Zahlen  
WI: Werbung  
GK: Die äußere Form des deutschen Geschäftsbriefs

2. Woche: LK: Massenmedien - Information und Manipulation  
WI: Messen und Ausstellungen  
GK: Der Briefstil

3. Woche: LK: Industrieland BRD  
WI: Handel  
GK: Der Textbeginn

**1. SCHRIFTLICHE HAUSAUFGABE**

4. Woche: LK: Industrieland BRD  
WI: Handel  
GK: Die Bitte - Die Anfrage

5. Woche: LK: Die Europäische Gemeinschaft  
WI: Import / Export  
GK: Das Angebot

**2. SCHRIFTLICHE HAUSAUFGABE**

6. Woche: LK: Das parlamentarische System  
WI: Banken  
GK: Die Bestellung - Der Auftrag

**TEST (1)**

7. Woche: LK: Das parlamentarische System  
WI: Post und Telekommunikation  
GK: Die Lieferung

**3. SCHRIFTLICHE HAUSAUFGABE**

8. Woche: LK: Arbeitszeit und Urlaub - Freizeit und Kultur  
WI: Datenverarbeitung  
GK: Die Reklamation

9. Woche: LK: Verkehrswege: Straßen, Flüsse, Kanäle  
WI: Transportwesen  
GK: Die Zahlung - Der Anlagenvermerk im Text

10. Woche: LK: Touristenland Deutschland? - Arbeitszeit und Urlaub  
WI: Fremdenverkehr  
GK: Das Textende

**4. SCHRIFTLICHE HAUSAUFGABE**

11. Woche: LK: Landschaft , Klima und Flächennutzung  
WI: Landwirtschaft  
GK: Die Vertretung  
TEST (2)
12. Woche: LK: Energie, Autos und Chemie - Umweltschutz  
WI: Energie, Industrie  
GK: Persönliche Schreiben (Die Bewerbung / Der Lebenslauf)  
PRÄSENTATION
13. Woche: LK: Die Erwerbstätigen - Ausländer in der BRD - soziale Sicherheit  
WI: Arbeitswelt  
GK: Persönliche Schreiben (Referenzen, Termine, Persönliche Wünsche)  
PRÄSENTATION
14. Woche: LK: Carl Friedrich von Weizsäcker: "Von Deutschland nach Europa - Zukunftsperspektiven" (1991)

Grammatische Probleme werden innerhalb der einzelnen Themen schwerpunktmäßig durchgenommen.  
Eine systematische Wiederholung elementärer Grammatik ist als Selbststudium vorgesehen und wird weitgehend individuell vereinbart.  
Ein Lehr- und Arbeitsplan zur Grammatik liegt vorraussichtlich Ende November vor.

Änderungen vorbehalten (*med forbehold om endringer*)

DaF - 14.10.91 / RH



## 538 COMMERCIAL FRENCH

### Course Objective:

The objective of the course is to give the students thorough knowledge of French society and its culture. The students will also learn French business terminology. Systematic instruction in grammar will improve the students' oral and written skills.

### Subjects:

- Society
  - Economy
  - Political institutions
  - Educational system
  - Business practices
  - French regions
- Business language
  - vocabulary
  - commercial letters

Grammar

### Teaching methods:

Class size is limited. The students have written and oral activities during the lesson. Role play, interviews, dialogues, resumés and presentations are a natural part of the curriculum. Written exercises are obligatory. It is important to be well prepared for each lesson.

### Independent study:

In addition to regular scheduled classes there is one hour group work per week. In groups of two or three the students will research a French region. This work will result in a written report and an oral presentation at the end of the semester.

|                           |            |
|---------------------------|------------|
| 3 hours a week / 14 weeks | : 42 hours |
| 1 hour a week / 14 weeks  | : 14 hours |

### Prerequisites:

Good knowledge in French is required. Three or four years of high school level or its equivalent.

### Teacher:

Lisbeth Rochette

**Course literature:**

French for business - Le français des affaires, Claude le Goff, Hatier/Didier 1989

La France d'aujourd'hui, Nelly Manchamp, Clé international 1991

Grammaire vivante du français, Monique Gallamand, Larousse, Clé international, nouvelle édition 1989

French-French dictionary e.g. Micro-Robert, Le petit Robert, Larousse de poche

- articles handed out by the teacher

**Examination & Grading:**

|          |            |     |
|----------|------------|-----|
| Written: | 2 tests    | 40% |
|          | Final exam | 60% |

|      |                |     |
|------|----------------|-----|
| Oral | 1 presentation | 40% |
|      | Final exam     | 60% |



OSLO BUSINESS SCHOOL  
Lisbeth Rochette  
MBA - Spring 1992

## 538 FRENCH LANGUAGE AND CULTURAL STUDIES

### Course objective:

The objective of the course is to give the participants a solid knowledge in French language and grammar, improving the students' communicative abilities, both written and oral. In addition, the students will study French society and its culture.

### Subjects:

- Grammar
- Food and wine
- Population
- Literature
- The French language
- Geography
- Business practices

### Teaching methods:

Class size is limited. The students have written and oral activities during the lesson. Role play, interviews, dialogues, resumés and presentations are a natural part of the curriculum. Written exercises are obligatory. It is important to be well prepared for each lesson.

### Independent study:

In addition to the regular scheduled classes, there is one hour group work per week.

|                           |            |
|---------------------------|------------|
| 3 hours a week / 14 weeks | = 42 hours |
| 1 hour a week / 14 weeks  | = 14 hours |

### Prerequisites:

The course is a continuation of the beginners' course in French at Oslo Business School. At least one year of high school level French is required to attend the course.

### Teacher:

Lisbeth Rochette

### Course literature:

- Sans Frontières 2, Clé international 1983
- Exercices et textes complémentaires, Sans Frontières 2.
- French - French dictionary: Larousse Maxi - Débutants.
- Articles handed out by the teacher

### Examination & Grading

|          |                |     |
|----------|----------------|-----|
| Written: | 2 tests        | 40% |
|          | Final exam     | 60% |
| Oral:    | 1 presentation | 40% |
|          | Final exam     | 60% |

## **Oslo Business School**

**MBA Spring 1992**

# **543 Managerial Accounting**

## **Course Description**

Managerial Accounting (Cost Accounting) is a subfield of accounting about costs and other financial information to managers and other decision makers within the organization. Managers use such information in making strategic and tactical decisions involving marketing, production and other relevant functions of the company. Managerial accounting control systems also provide information for performance evaluation.

The development of improved managerial accounting systems will be of particular importance in the 1990s. The traditional cost accounting systems have been primarily designed for external reporting, taxation and government regulation. In the turbulent business environments of the 1990s, managers will have to include cost accounting information in all important decisions. Better information systems will become a critical success factor.

## **Course Objectives**

1. To gain familiarity with the terminology and concepts necessary to communicate with accountants and controllers.
2. To understand which factor that influence the financial status of the company.
3. To develop the ability to obtain appropriate information from accounting systems, and to interpret the information.
4. To develop skill in critically evaluating existing financial systems.
5. To develop skill in discussing the design of new computer systems for financial control.
6. To develop and improve skill in using PC's in analyzing financial information.

## **Teaching Method**

The classes will change between:

- Lectures and discussions, based on the textbook, in order to gain a good working knowlegde of the main topics within managerial accounting. A lot of homework problems will be given during the term.
- Evaluation of cases and articles, mainly based on oral presentations by students, to development a "real world understanding" of managerial accounting.

## **Literature and Readings**

Deakin, E. B. and Maher, M. W., Cost Accounting, Third Ed., Homewood Illinois: Richard D. Irwin, 1991.

A collection of articles, cases, and problems/solutions. (Handouts and Readings will be available during the term.)



OSLO BUSINESS SCHOOL  
Roy Crum  
MBA Spring 1992

## TENTATIVE

### 545 MANAGERIAL FINANCE II

This course will be held on an intensive basis:

#### Part I:

Mon, March 30th  
8:00 am-9:30 am  
7:45 am-9:45 pm

Fri, April 3rd:  
8:00 am-9:30 am

Sat 4th:  
9:00 am-5:00 pm

Sun April 5th  
9:00 am-5:00 pm

Mon April 6th:  
8:00 am-9:30 am

Fri April 10th:  
8:00 am-9:30 am

Part II: The rest of the lectures will be held on the following dates:

April 22, 23, 23, 25(Sat), 26, 30

Final timeschedule will be available later.

#### Objective:

To offer a more in depth understanding of financial theory and its practical applications. Suitable for students who may pursue a career within financial institutions or within the corporate finance area of major private corporations.

#### Contents: Part I - Theory

- \* Utility and preference
- \* Portfolio theory, CAPM and APT
- \* Option pricing theory

#### Part II - Applications

- \* Single- and multiperiod capital budgeting and valuation under uncertainty
- \* valuation of contingent claims;  
Real assets (value of choice; expand/abandon projects and postponing investment decisions.  
Financial assets, including; stocks, risky debt, convertible debt, warrants, rights and options.
- \* Forwards, interest rate risk and risk management
- \* Mergers & acquisitions

**Literature:**

Modern Investment Theory, R. Haugen, Prentice Hall 1990

Financial theory and Corporate Policy, T. Copeland and F. Weston, Addison Wesley 1988

Selected articles

**Prerequisites:**

**FINANCE;** Students should have a good understanding of Brealey and Myers, Principles of Corporate Finance, before the course starts.

**MATHEMATICS/STATISTICS;** Either fast learners or some prior knowledge in calculus, linear algebra and elementary statistics including functions of random variables.

**Examination:**

Grades will be based on written examination only.

Satisfactory completion of some cases may be required.

## SYLLABUS

R.A. Haugen, Modern Investment Theory, Prentice-Hall, 1990, all chapters except chap. 19.

There are several textbooks available that cover more or less the same topics as Haugen's book. As a supplementary source, the students could, for instance consult T.E. Copeland and J.F. Weston, Financial Theory and Corporate Policy, Addison-Wesley 1988.

The latter is, however, formally somewhat more advanced than Haugen's book.

## MAIN TOPICS

H = Haugen  
C & W = Copeland & Weston

- 1) Statistical concepts and basic methods in financial econometrics.  
H, chap. 3, 4.  
C & W, Appendix G
- 2) Portfolio management.  
H, chap 4, 5, 6.  
C & W, chap 4, 5, 6.
- 3) Options and futures.  
H, chap 15, 16, 17, 18.  
C & W, chap. 8, 9.
- 4) Capital asset pricing.  
H, chap 7, 8, 9.  
C & W, chap. 7.
- 5) Investment performance.  
H, chap 10.  
C & W, chap 1.



- 6) Interest rates, term structure, bonds.  
H, chap. 11, 12, 13, 14.  
C & W, chap. 3 (parts), chap 18 (parts).

- 7) Market efficiency.  
H, chap. 22, 23.  
C & W, chap. 10, 11.

- 8) Stock valuation.  
H, chap. 20, 21.

The main topics will most likely be treated in the indicated sequence. However, minor changes may occur.

The students are expected to read the relevant chapters prior to lectures. Before the course starts, the students are furthermore advised to read chapters 1 and 2 in the textbook. Also, they should refresh what they have learned in their basic finance and statistics courses.

Main ideas, topics, problems etc. will be discussed during lectures. It must be noted, however, that not all issues can be treated explicitely. Thus, the students are recommended to study the textbook thoroughly. One is also recommended to work on the problems at the end of each chapter and to get familiar with the software that accompanies Haugen's book.

Oslo, 30.01.1992.  
OG/lrs

# MANAGERIAL FINANCE II

Spring term 1992

## Suggested TIME SCHEDULE

| Day                     | Room | Time          |
|-------------------------|------|---------------|
| 1. Thursday 13 February | 430  | 08.30 - 14.00 |
| 2. Thursday 20 February | 430  | 08.30 - 14.00 |
| 3. Saturday 29 February | 430  | 08.30 - 14.00 |
| 4. Thursday 19 March    | 430  | 08.30 - 14.00 |
| 5. Thursday 2 April     | 430  | 08.30 - 14.00 |
| 6. Saturday 4 April     | 430  | 08.30 - 14.00 |
| 7. Tuesday 21 April     | 430  | 08.30 - 14.00 |
| 8. Wednesday 22 April   | 420  | 08.30 - 14.00 |
| 9. Tuesday 5 May        | 420  | 08.30 - 14.00 |
| or Wednesday 6 May      | 420  | 08.30 - 14.00 |

Minor alterations may occur.

Oslo, 13.02.1992  
OG/lrs

1) Statistical Concepts and basic Methods in Financial Econometrics.

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- Probability distributions
- The normal distribution
- The T-distribution
- Confidence level, significance level
- Covariance, correlation, joint probability distributions
- Linear transformations of random variables
- Linear regression
- OLS - estimation
- Explained variance
- Testing hypothesis in regressions
- Multiple regressions
- Assumptions regarding error term
- Serial correlation
- Multicollinearity

Oslo, 12.02.1992.  
OG/lrs

# INDUSTRIAL ORGANIZATION (554)

Oslo Business School

Dr. Judith Staley Brenneke

Spring, 1992

## COURSE FOCUS AND OBJECTIVES

"Competition and market power have always been among the most important conditions of economic life. Who shall control markets and gain riches? Is the playing field level or slanted? Is there open, effective, creative competition, or instead monopoly, with its controls and exclusions?" [Shepherd]

This course examines the impact on competition of alternate market structures. The focus is on the affect of market structure on the conduct of participants and the ultimate performance of the market based on objective economic criteria. Government attempts to regulate markets is examined using U.S. antitrust policies as a foundation.

This course is designed to familiarize the decision-maker with the role of market organization and the impact of government regulation and to encourage Independent thinking about these issues. Industry case-studies will be widely used in this analysis. Attention is given to the interaction of economic, political, and social constraints on the development of public policy.

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## COURSE INFORMATION AND REQUIREMENTS:

**Text**     *The Economics of Industrial Organization*, 3rd Edition, William G. Shepherd, Prentice Hall, 1990.

*Wall Street Journal*, International Edition, Dow Jones & Co. [the examination of current issues and events affecting industrial organization will be an integral part of this course]

### Procedures

There will be three hour-exams, class presentation of a written research paper, and a comprehensive final exam. In addition, class participation will be used in determining final grades. The weighting scheme (100 percent possible) will be as follows:

|  | <u>Percent</u> |
|--|----------------|
| Exam 1                                     | 20             |
| Exam 2                                     | 20             |
| Research paper                             | 25             |
| Class participation,<br>case studies, etc. | 5              |
| Final exam                                 | 30             |

### Tentative Examination Schedule and Coverage

|                |  |
|----------------|--|
| Wk. IV [2/3-7] | Exam 1                                 |
| VI [2/17-21]   | Research paper proposal                |
| IX [3/9-13]    | Exam 2                                 |
| XV [4/20-24]   | Research paper                         |
| XVI [4/27-30]  | Presentation of research paper results |
| end of term    | Final exam                             |

### Exams

All exams are to be taken on the dates specified in the syllabus unless otherwise indicated by the instructor. If you miss a class during which an exam is given, there will be no make-up exam given unless the absence is excused by the instructor.

### Research Paper

Each student is to write a research paper on some aspect of industrial organization. The purpose behind this assignment is to allow students an opportunity to identify an issue or question, try to develop a solution with new hypothesis or evidence, and then write up the results. Topics may be selected from those described in the Appendix to Chapt. 2, or may result from the student's work situation.

A proposal for the topic selected is to be submitted by WEEK VI [2/17-21]. The proposal must be accepted before you begin writing the paper itself. This proposal is to be typed, double-spaced, a maximum of two-pages, and should indicate:

1. topic
2. research methodology
3. preliminary literature/data sources
4. hypothesis to be evaluated and expected implications

The research paper is to be research oriented and scholarly. It will be graded with respect to:

1. the quality and quantity of academic literature brought to bear
2. comprehension of the issues and sophistication of analysis
3. effectiveness of communication of these ideas

The research paper is to be typed, double-spaced, and (excluding title page) no less than five (5) and no more than ten (10) pages in length. It should follow a standard academic format.

Accurate documentation is mandatory. Referring to, or using appropriate resources is encouraged - however, plagiarism (representing the writing of others as your own) will result in a grade of F for the paper.

Individual reports on research paper results will be presented to the class during Seminar Week (4/27-30).

### Policy on Academic Dishonesty

In this course, academic dishonesty (i.e., "cheating" in any form) is viewed as a capital offense. This means that I expect you to do your own work, and that you will neither appropriate someone else's work, nor allow someone else to use yours. This applies to copying on exams, papers, or

other forms of written work. On the required papers, if you use material from another source (either as a direct quote or as a source of ideas), you must cite the reference. Otherwise, it is plagiarism. Any form of cheating which I detect will result in an "F" for the course, and referral to the administration for further action. In short, **DO NOT CHEAT!**

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### TOPICAL OUTLINE

The following is a tentative outline of topics to be covered, required readings, and important dates. Minor changes may be announced during the semester.

#### Week (dates)

- I (1/13-17) Introduction, theories of competition and monopoly: real-world markets and trends, effective competition, competition and performance, and the effects of monopoly.  
Chapt. 1, 2
- II (1/20-24) Defining markets, and categories of competition and examining market structures: elements of market structure, degrees and concepts of partial competition, patterns of structures, and the extent and trend of competition.  
Chapt. 3, 4
- III (1/27-31) Market power's effects on prices, profits, and efficiency: financial effects and efficiency.  
Chapt. 5
- IV (2/3-7) Technological progress: concepts and relationships, optimal technological change, empirical analysis of R&D and innovation, and an analysis of patents.  
Chapt. 6
- EXAM 1 [1, 2, 3, 4, 5, 6]
- V (2/10-14) Fairness in distribution and other values: benefits and costs of competition, fairness in the distribution of wealth, income or opportunity, other values, Marxian predictions.  
Chapt. 7
- VI (2/17-21) Finance, mergers, and public policy: capital markets, mergers, other determinants of structure, causes of increased competition during 1960-80.  
Chapt. 8

#### RESEARCH PAPER PROPOSALS DUE

- VII (2/24-28) The economies and diseconomies of scale: plant level and multi-plant economies and diseconomies, basic trends in technology, methods of research, and empirical findings.  
Chapt. 9
- VIII (3/2-8) Behavior of the firm: concepts, motivation, and an examination of real firms.  
Chapt. 10

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- IX (3/9-13) Monopoly, dominance, and entry with real-world examples: models, trends, and sources of dominance; barriers to entry and contestable markets.  
Chapt. 11, 17

**EXAM 2 [6, 7, 8, 9, 10, 11, 17]**

- X (3/16-20) Price discrimination: nature and effects of price discrimination, predatory actions, case studies of price discrimination.  
Chapt. 12

- XI (3/23-27) Theories of oligopoly and real-world examples: theories of interdependence, models of non-collusive duopoly, game theory and pay-off matrixes, kinked demand curves, tacit collusion and price leadership, cost and demand conditions, and rules of thumb.  
Chapt. 13, 18

- XII (3/30-4/3) Collusion in real markets; vertical conditions, size and diversification; and, product differentiation: extent of cooperation, types of collusion, trade associations and joint ventures; bilateral monopoly, vertical integration and restrictions, the effects of bigness and diversification; an examination of advertising.  
Chapt. 14, 15, 16

- XIII (4/6-10) Independent study on Research Papers

- XIV (4/13-17) EASTER HOLIDAY

- XV (4/20-24) Antitrust policy analysis and regulation, deregulation, and privatization of public firms.  
Chapt. 19, 20

**RESEARCH PAPER DUE**

- XVI (4/27-30) Seminar Week: reports on market structure and the organization of industry.

- T.B.A. **FINAL EXAMINATION [Comprehensive]**



# INTERNATIONAL ECONOMICS (555)

Oslo Business School

Dr. Judith Staley Brenneke

Spring, 1992

## COURSE FOCUS AND OBJECTIVES

In a world growing increasingly interdependent with constant movement toward a world economy, it is important for members of the business community to develop an understanding of international economics. This course will introduce participants to varying national economies and to the theories and policies which govern trade among nations. In addition, the course will examine international finance and the financial concerns faced by these trading nations.

In short, the course will examine how all citizens benefit from international trade; how some citizens are hurt by international trade; and how nations struggle to maximize the first and minimize the latter.

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## COURSE INFORMATION AND REQUIREMENTS:

**Text** *International Economics*, Steven Husted & Michael Melvin, Harper & Row 1990.

*Boomerang*, Raymond Q. Armington & William Donohue Ellis, Ward & Ward, 1988.

optional *Study Guide to accompany International Economics*, Jacqueline L. Pomeroy, Harper & Row, 1990. [students may want to purchase this as a guide and aid to studying for the course, however it is not required]

optional *Wall Street Journal*, International Edition, Dow Jones & Co. [students are encouraged to examine current issues and events in international economics]

## Procedures

There will be two hour-exams, a research paper, a written analysis of *Boomerang*, a group presentation, and a comprehensive final exam. In addition, class participation will be used in determining final grades. The weighting scheme (100 percent possible) will be as follows:

|  | <u>Percent</u> |
|--|----------------|
| Exam 1                                     | 15             |
| Exam 2                                     | 15             |
| Research paper                             | 20             |
| <i>Boomerang</i> analysis                  | 10             |
| Group presentation                         | 10             |
| Class participation,<br>case studies, etc. | 5              |
| Final exam                                 | 25             |



Tentative Examination Schedule and Coverage

|     |               |                           |
|-----|---------------|---------------------------|
| Wk. | IV [2/3-7]    | Exam 1                    |
|     | VII [2/24-28] | Research paper proposal   |
|     | IX [3/9-13]   | Exam 2                    |
|     | XI [3/23-27]  | <i>Boomerang</i> analysis |
|     | XV [4/20-24]  | Research paper            |
|     | XVI [4/27-30] | Group presentation        |
|     | end of term   | Final exam                |

Exams

All exams are to be taken on the dates specified in the syllabus unless otherwise indicated by the instructor. If you miss a class during which an exam is given, there will be no make-up exam given unless the absence is excused by the instructor.

Research Paper

Each student is to write a research paper on some aspect of international economics. Papers may deal with actual business problems relevant to the student's work situation, or with more traditional economic analysis. Possible topics may include (but are not limited to):

- strategic alliances with foreign companies
- foreign sourcing
- international competitiveness of companies, industries, or nations
- foreign exchange rate forecasting
- hedging techniques
- countertrade
- the international or EC monetary system
- international or EC macroeconomic policy coordination
- U.S., EC, or foreign international commercial policy
- applicability of the Heckscher-Ohlin model

A proposal for the topic selected is to be submitted by WEEK VII [2/24-28]. The proposal must be accepted before you begin writing the paper itself. This proposal is to be typed, double-spaced, a maximum of two-pages, and should indicate:

1. topic
2. research methodology
3. preliminary literature/data sources
4. hypothesis to be evaluated and expected implications

The research paper is to be research oriented and scholarly. It will be graded with respect to:

1. the quality and quantity of academic literature brought to bear
2. comprehension of the issues and sophistication of analysis
3. effectiveness of communication of these ideas

The research paper is to be typed, double-spaced, and (excluding title page) no less than five (5) and no more than ten (10) pages in length. It should follow a standard academic format. Accurate documentation is mandatory. Referring to, or using appropriate resources is encouraged - however, plagiarism (representing the writing of others as your own) will result in a grade of F for the paper.

### Boomerang analysis

This assignment consists of a short paper due \_\_\_ in which you review, analyze and evaluate the short novel *Boomerang* by Armington and Ellis. The paper is to be typed, double-spaced, and at least three (3) but no more than six (6) pages in length (excluding the cover page and reference citations). This paper is to be a review paper, meaning that you will need to read the novel and develop an analysis of its main ideas. You may consult (and cite) other sources in the library - but are not required to do so.

### Group Presentations

There will be a seminar week during the last week of classes. For this seminar, students will divide into three interest groups - consumers, business, government - and will prepare oral arguments presenting their position on the appropriate scope of a nation's international trade/finance policy. These arguments will be presented and discussed during seminar week.

This assignment is designed to encourage participants to synthesize the concepts and understandings gained during the semester into a personal policy position. Each member of the group is expected to participate in the preparation, presentation, and defense of these oral arguments.

### Policy on Academic Dishonesty

In this course, academic dishonesty (i.e., "cheating" in any form) is viewed as a capital offense. This means that I expect you to do your own work, and that you will neither appropriate someone else's work, nor allow someone else to use yours. This applies to copying on exams, papers, or other forms of written work. On the required papers, if you use material from another source (either as a direct quote or as a source of ideas), you must cite the reference. Otherwise, it is plagiarism. Any form of cheating which I detect will result in an "F" for the course, and referral to the administration for further action. In short, **DO NOT CHEAT!**

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### TOPICAL OUTLINE

The following is a tentative outline of topics to be covered, required readings, and important dates. Minor changes may be announced during the semester.

#### Week (dates)

- |               |  |
|---------------|--|
| I (1/13-17)   | Introduction: the scope of international trade and financial transactions in the global environment; the theory of comparative advantage and the gains from trade.<br>Chapt. 1, 2, 3 |
| II (1/20-24)  | The H-O-S Model: general equilibrium and the effects of trade on specialization, employment and resource allocation, prices, wages, interest rates, and GNP.<br>Chapt. 4             |
| III (1/27-31) | Tariffs: the effects of tariffs on general equilibrium and the welfare costs of tariffs.<br>Chapt. 6 & Append. 6.1   |

- IV (2/3-7) Quotas, other nontariff barriers, and arguments for and against protectionism.  
Chapt. 7

**EXAM 1 [1, 2, 3, 4, 6, 7]**

- V (2/10-14) U.S. international commercial policy: history, principles of GATT, current US policies, US-Canada Free Trade Agreement, and other forms of economic integration.  
Chapt. 8

- VI (2/17-21) Norway and the European Community: history, attempts to form a common market, prospects for the future.  
In-class handouts

- VII (2/24-28) Foreign exchange market: spot market, arbitrage, forward markets, futures, options, hedging, speculation, black markets and parallel markets.  
Chapt. 10

**RESEARCH PAPER PROPOSALS DUE**

- VIII (3/2-6) Getting paid and making a profit: alternative hedging techniques, creating a speculative position, countertrade and other nontraditional trade and finance techniques.  
In-class handouts

- IX (3/9-13) Balance of payments: concepts and implications of BOP equilibrium and disequilibrium, accounting principles, the US twin deficit issue.  
Chapt. 11

**EXAM 2 [8, 10, 11 & Handouts]**

- X (3/16-20) Exchange rates, inflation, and interest rates: purchasing power parity, Fisher effects, covered interest arbitrage, forecasting exchange rates, managing foreign risks, direct foreign investment, international capital flows.  
Chapt. 12-14 & 9

- XI (3/23-27) BOP/XR theories: elasticities, absorption, monetary and assets theories.  
Chapt. 15 & 16 & Append. 15.1

**Boomerang ANALYSIS DUE**

- XII (3/30-4/3) International monetary system: exchange rate systems, fixed vs. flexible exchange rates, IMF, EMS, ECU, SDR, international debt crisis, the role of international banking.  
Chapt. 17 & 18

- XIII (4/6-10) Independent study on Research Papers

- XIV (4/13-17) EASTER HOLIDAY

- XV (4/20-24)**      **Open macroeconomic policy: Internal and external balance theory and policy under fixed and flexible exchange rates, International policy coordination.**  
                         **Chapt. 19**

**RESEARCH PAPER DUE**

- XVI (4/27-30)**      **Seminar week: the appropriate scope of international trade and financial policy.**  
                         **Group oral arguments.**

- T.B.A.**              **FINAL EXAMINATION [Comprehensive]**

OSLO BUSINESS SCHOOL  
Ivar Kristianslund  
MBA Spring 1992

## **563 ADVANCED QUANTITATIVE BUSINESS ANALYSIS**

### **COURSE DESCRIPTION**

This course is a continuation of 562 Quantitative Business Analysis. Also in this course, applications are in focus. Some of the topics from 562 will be treated in more depth, and some new topics will be included. The interests of the participants in the course will influence the time allocated to each topic. The course is very relevant as a preparation for writing a thesis.

The decisions of business firms, governmental agencies and various types of organizations can often be improved greatly by appropriate applications of quantitative methods. The intention of the course is to show examples of this.

The topics included in the course are:

- Multivariate analysis in general
- Principal components analysis and factor analysis
- Discriminant analysis
- Multivariate analysis of variance (MANOVA)
- Canonical correlation analysis
- Cluster analysis
- Multidimensional scaling
- Conjoint analysis
- Applied categorical data analysis
- Decision analysis
- Forecasting

### **COURSE OBJECTIVES**

The objectives of the course are to convey an understanding of the analytical powers of some useful quantitative methods and to help the students acquiring certain skills in using them for the purpose of solving business problems.

### **TEACHING METHOD:**

**LECTURES:** The various topics will be introduced and summarized through lectures and student presentations.

**CASES, ETC.:** Assignments in the form of cases/problems/projects/papers/presentations will also be given throughout the semester.

**COMPUTER USAGE:** The computer is an essential instrument of the course. Computer programs like SAS and Minitab, and spreadsheets will be used extensively.

### EXAMINATION & GRADING

Papers and presentations: 50% of the grade.

Final examination: 50% of the grade.

### COURSE LITERATURE

#### PRELIMINARY LIST:

Johnson, R. A. and Wichern, D. W., **APPLIED MULTIVARIATE STATISTICAL ANALYSIS**, second edition, Prentice Hall, 1988.

Hair, J. F., Jr., Anderson, R. E., and Tatham, R. L. **Multivariate Data Analysis with Readings**. Macmillan Publishing Company.

Cooper, R. A. and Weekes, A. J., **DATA, MODELS AND STATISTICAL ANALYSIS**, Philip Allan, 1983.

Kirk, R.E., **EXPERIMENTAL DESIGN: PROCEDURES FOR THE BEHAVIORAL SCIENCES**, second edition, Brooks/Cole, 1982.

Freeman, D. H., Jr., **APPLIED CATEGORICAL DATA ANALYSIS**, Marcel Dekker, 1987.

Fienberg, S. E., **THE ANALYSIS OF CROSS-CLASSIFIED CATEGORICAL DATA**, The MIT Press.

Lindley, D. V., **MAKING DECISIONS**, Wiley, 1985.

McNamee, P. and Celona, J., **DECISION ANALYSIS FOR THE PROFESSIONAL WITH SUPERTREE**, The Scientific Press, 1987.

Makridakis, S., and Wheelwright, S. C., **Forecasting Methods for Management**, fifth edition, Wiley, 1989.

SAS Institute Inc. **SAS/STAT GUIDE FOR PERSONAL COMPUTERS**, Version 6 Edition. Cary, NC: SAS Institute Inc., 1987.

### TEACHER

Ivar Kristianslund

# **4th Semester MBA**

Oslo Business School  
Fall 1991  
Tor Jarl Trondsen



595 LEGAL, POLITICAL, ETHICAL AND CULTURAL ISSUES FOR BUSINESS.  
(Management in the 90's.)

Course Description.

The MBA curriculum has to a large extent been skill-oriented. The managers in the 90's must perhaps more than ever be oriented towards the world around the firm. The purpose of MANAGEMENT IN THE 90's is to broaden the student's horizon. The goal is to make the future managers aware of the external forces which will govern and restrict the organization's actions.

The course will have six main segments:

- I Legal aspects of international management
- II Environmental challenges for management
- III Political and organizational trends
- IV Ethical considerations
- V The world religions and their culture
- VI Norwegian culture and art; an overview

Note: The class will meet for half a day once a week!

Course Objectives

1. Create awareness of fundamental external forces.
2. Develop personal opinions on essential questions for future managers.
3. Expose the students to resourceful individuals in the various fields.
4. Train the students to articulate themselves in subjects not traditionally taught in a Business School.

Teaching Method

The course will mainly be of the traditional lecture and discussion method, however hopefully with some surprises. There will not be any regular textbook. Literature will be recommended for those interested in certain subjects.

Due to the nature of the course, class attendance is compulsory.



Examination and Grading.

The course grade will be based on a group examination in the form of a research paper. The assignment will be related to the subjects covered in the semester. Each group will be assigned the topic one week before the paper is due on Wednesday, December 11, 1991.

Literature: A compendium which can be bought in the bookstore.



OSLO BUSINESS SCHOOL  
Fall 1991  
Dr. James Skivington

TENTATIVE SYLLABUS  
598 STRATEGIC MANAGEMENT

Text: The Strategy Process, 2nd Edition by H. Mintzberg and J. Quinn

PURPOSE

This course is designed to be a capstone course in the MBA program. The course differs from other courses in that the emphasis is placed on an organization's competitive capability rather than the effectiveness of any single functional area. Your ability to understand competitive activities is based on the functional skills you have acquired in previous course work. You will need to move beyond these skills, however, to consider how top management's strategic decisions affect different functional areas and an organization as a whole. Further, you will need to integrate functional area information with environmental trends in order to propose alternate strategies that lead to survival and prosperity in an increasingly competitive marketplace. This course offers several opportunities to develop skills commensurate with those tasks.

EVALUATION

1. Business Plan: This assignment accounts for 30% of your final grade and is due on October 25.
2. Position Analysis: This assignment accounts for 15% of your final grade and is due on September 23.
3. Strategy Analysis: This assignment accounts for 15% of your final grade and is due on October 7.
4. Action Plan: This assignment accounts for 10% of your final grade and is due on November 18.
5. Stakeholder Analysis: This assignment accounts for 10% of your final grade and is due on November 25.
6. Turnaround Plan: This assignment accounts for 10% of your final grade and is due on December 2.
7. The final exam accounts for 10% of your final grade.

# SCHEDULE

| <u>Date</u> | <u>Topic</u>               | <u>Reading</u>                         | <u>Notes</u>   |
|-------------|----------------------------|--|--|
| 9/2         | Introduction               |  |  |
| 9/4         | Strategy Concept           | pp.3-19                                | Discuss Position   |
| 9/9         | Strategists                | pp.44-52<br>pp.20-42                   | Analysis   |
| 9/11        | Environment                | pp.808-825<br>pp.60-70                 |  |
| 9/16        | Organization               | pp.389-405<br>pp.307-314<br>pp.352-357 |  |
| 9/18        | Case                       | pp.330-350                             |  |
| 9/23        | Position Analysis          | pp.166-172                             |  |
| 9/25        | Strategies                 |  | New Steel Corporation<br>Presentations   |
| 9/30        | Strategy<br>Formation      | pp.70-93<br>pp.324-329<br>pp.94-129    | Discuss Strategy<br>Analysis   |
| 10/2        | Case                       |  |  |
| 10/7        | Strategy Analysis          | pp.267-283                             |  |
| 10/9        | Business Plan              |  | IBM(A): The System/<br>360 Decision<br>Presentations   |
| 10/14       | Entrepreneurial<br>Context | pp.601-628                             | Discuss Business Plan<br>Assignment  |
| 10/16       | Case                       |  |  |
| 10/21       | Case                       | pp.133-147                             |  |
| 10/23       | Business Plan              | pp.201-225                             | Genentech, Inc. (A)<br>Biogen N.V.<br>Presentations  |
| 10/28       | Innovation<br>Context      | pp.730-758                             |  |
| 10/30       | Case                       | pp.826-844                             |  |
| 11/4        | Case                       |  | Pilkington Brothers<br>P.L.C.  |
| 11/6        | Mature Context             | pp.845-867                             |  |
| 11/11       | Case                       | pp.629-663<br>pp.436-455               | Sony Corporation<br>Discuss Action Plans<br>Matsushita Electric<br>Industrial Company<br>The New York Times<br>Presentations |
| 11/13       | Case                       |  |  |
| 11/18       | Action Plan                | pp.406-435                             |  |
| 11/20       | Power                      | pp.369-388                             | Discuss Stakeholder<br>Analysis<br>Presentations   |
| 11/25       | Stakeholder<br>Analysis    |  |  |
| 11/27       | Crises                     | pp.778-799                             |  |
| 12/2        | Turnaround Plan            |  | Discuss Turnaround<br>Plan<br>Presentations  |
| 12/4        | Ethics                     |  | Videotape  |