

**NORWEGIAN SCHOOL OF
MANAGEMENT
MASTER OF SCIENCE PROGRAM**

Courses

Academic year 1992/93

BI

Energy Management

EM 1

- Fall**
- 1 Core course; *GRA 6005 - Management profession*
 - 1 Specialization course; *GRA 6105 - Energy in the world market*
 - 1 Specialization course; *GRA 6101 - Energy and the Environment*
 - 1 Supplementary course; *GRA 6103 - The Fiscal and Regulatory environment*
- Winter**
- 1 Specialization course; *GRA 6102 - Energy Economics*
 - 1 Specialization course; *GRA 6106 - Strategic Management in the Energy Sector*
 - 1 Specialization course; *GRA 6107 - Energy and Project Analysis*
 - *Elective; GRA 6201 / GRA 6004*
- Spring**
- 1 Specialization course; *GRA 6104 - Comparative Energy Policy*

EM 2-1

- Fall**
- 1 Core course; *GRA 6005 - Management profession*
 - 1 Core course; *GRA 6007 - Economic Science II*
 - 1 Core course; *GRA 6002 - Organizational Science*
 - 1 Specialization course; *GRA 6105 - Energy in the World Market*
- Winter**
- 1 Core course; *GRA 6003 - Management Science*
 - 1 Core course; *GRA 6004 - Political Science*
 - 1 Specialization course; *GRA 6102 - Energy Economics*
 - 1 Elective; *GRA 6201 - Theory of Environmental Economics*
- Spring**
- 1 Specialization course; *GRA 6104 - Comparative Energy Policy*
 - 1 Supplementary course; *GRA 6110 - Management of electricity Systems*
 - 1 Elective; *GRA 6109 / GRA 6112 / GRA 6111*

EM 2-2

- Fall**
- 1 Specialization course; *GRA 6101 - Energy and the Environment*
 - 1 Supplementary course; *GRA 6103 - The Fiscal and Regulatory environment*
 - Independent study
- Winter**
- 1 Specialization course; *GRA 6106 - Strategic Management in the Energy Sector*
 - 1 Specialization course; *GRA 6107 - Energy and Project Analysis*
 - Student work
- Spring**
- Independent study

Environmental Management

EVM 1

- Fall**
- 1 Core course; *GRA 6005 - Management profession*
 - 1 Specialization course; *GRA 6105 - Energy in the World Market*
 - 1 Specialization course; *GRA 6101 - Energy and the Environment*
 - 1 Specialization course; *GRA 6201 - Theory of Environmental Economics*
- Winter**
- 1 Specialization course; *GRA 6102 - Energy Economics*
 - 1 Specialization course; *GRA 6203 - Comparative Environmental Policy*
 - 1 Supplementary course; *GRA XXXX - ????*
- Spring**
- 1 Specialization course; *GRA 6202 - Corporate Environmental Management*

EVM 2-1

- Fall**
- 1 Core course; *GRA 6005 - Management profession*
 - 1 Core course; *GRA 6007 - Economic Science II*
 - 1 Core course; *GRA 6002 - Organizational Science*
 - 1 Specialization course; *GRA 6101 - Energy and the Environment*
 - 1 Specialization course; *GRA 6201 - Theory of Environmental Economics*
- Winter**
- 1 Core course; *GRA 6003 - Management Science*
 - 1 Core course; *GRA 6004 - Political Science*
 - 1 Specialization course; *GRA 6203 - Comparative Environmental Policy*
 - 1 Elective; *GRA 6107 / GRA 6106*
- Spring**
- 1 Specialization course; *GRA 6202 - Corporate Environmental Management*
 - 1 Elective; *GRA 6109 / GRA 6112 / GRA 6111*

EVM 2-2

- Fall**
- 1 Specialization course; *GRA 6105 - Energy in the World Market*
 - 1 Supplementary course; *GRA 6103 - The Fiscal Regulatory Environment*
 - Independent study
- Winter**
- 1 Specialization course; *GRA 6102 - Energy Economics*
 - Student work
- Spring**
- 1 Supplementary course; *GRA 6111 - Energy in Developing Countries*
 - Independent study

Euromanagement

EUM 1

- Fall** 1 Core course; *GRA 6005 - Management Profession*
 1 Specialization course; *GRA 6301 - The New Europe*
- Winter** 1 Specialization course; *GRA 6303 - EC Policy Making*
 1 Specialization course; *GRA 6305 - Europe in a Global Perspective*
 1 Specialization course; *GRA 6302 - Europeans Society and Politics*
 1 Supplementary course: *GRA - South Europe Policies (nytt)*
- Spring** 1 Specialization course; *GRA 6304 - EC Policies*
 1 Specialization course; *GRA 6306 - Business Strategy - European Environment*
 1 Supplementary course (voluntary): *GRA - European History (nytt)*

EUM 2-1

- Fall** 1 Core course; *GRA 6005 - Management profession*
 1 Core course; *GRA 6007 - Economic Science II*
 1 Core course; *GRA 6002 - Organizational Science*
 1 Specialization course; *GRA 6301 - The New Europe*
- Winter** 1 Core course; *GRA 6003 - Management Science*
 1 Core course; *GRA 6004 - Political Science*
 1 Specialization course; *GRA - EC Policy Making*
 1 Specialization course; *GRA 6302 - Europeans Society and Politics*
 1 Elective (voluntary); *GRA 6106 / GRA 6201 / GRA 6107 / GRA 6102*
- Spring** 1 Specialization course; *GRA 6304 - EC Policies*
 1 Elective (compulsory); *GRA 6104 - Comparative Energy Policy*
 1 Elective (compulsory); *GRA 6203 - Comparative Environmental Policy*

EUM 2-2

- Fall** 1 Specialization course; *GRA 6302 - Europeans Society and Politics*
 - Independent study
- Winter** 1 Specialization course; *GRA 6305 - Europe in a Global Perspective*
 1 Supplementary course: *GRA - South Europe Policies (nytt)*
 1 Specialization course; *GRA 6302 - Europeans Society and Politics*
 - Student work
- Spring** 1 Specialization course; *GRA 6306 - Business Strategy - European Environment*
 1 Supplementary course; *GRA - European History*
 - Independent study

International Strategy & Marketing

IS&M 1

- Fall**
- 1 Core course; *GRA 6005 - Management Profession*
 - 1 Specialization course; *GRA xx - Advanced Marketing Research*
 - 1 Specialization course; *GRA xx - Marketing Channels*
 - 1 Supplementary course; *GRA 6302 - Europeans Society and Politics*
- Winter**
- 1 Specialization course; *GRA 6401 - Strategic Management 1*
 - 1 Specialization course; *GRA xx - Advanced Topics in Consumer Behavior*
 - 1 Specialization course; *GRA xx - Marketing Models and Decision Support*
- Spring**
- 1 Specialization course; *GRA 6402 - Strategic Management 2*

IS&M 2-1

- Fall**
- 1 Core course; *GRA 6005 - Management profession*
 - 1 Core course; *GRA 6007 - Economic Science II*
 - 1 Core course; *GRA 6002 - Organizational Science*
 - 1 Specialization course; *GRA xx - Marketing Channels*
 - 1 Elective; *GRA 6405 - Marketing Research*
 - 1 Elective; *GRA 6403 - Consumer Behavior*
- Winter**
- 1 Core course; *GRA 6003 - Management Science*
 - 1 Core course; *GRA 6004 - Political Science*
 - 1 Specialization course; *GRA 6401 - Strategic Management 1*
 - 1 Specialization course; *GRA xx - Advanced Topics in Consumer Behavior*
 - 1 Elective (one compulsory); *GRA 6106 / GRA 6305 / GRA 6306*
- Spring**
- 1 Specialization course; *GRA 6402 - Strategic Management 2*
 - 1 Supplementary course; *GRA 6304: EC Policies, GRA 6608: International Economics*

IS&M 2-2

- Fall**
- 1 Specialization course; *GRA xx - Advanced Marketing Research*
 - 1 Supplementary course; *GRA 6302 - Europeans Society and Politics*
 - 1 Specialization course; *GRA xx - Marketing Channels*
 - Independent study
- Winter**
- 1 Specialization course; *GRA 6401 - Strategic Management 1*
 - 1 Specialization course; *GRA xx - Marketing Models and Decision Support*
 - 1 Elective (voluntary); *GRA xx - Advanced Topics in Consumer Behavior*
 - Student work
- Spring**
- 1 Elective (one compulsory); *Choose between other courses*
 - Independent study

Finance & Economics

F&E 1

- Fall** 1 Core course; *GRA 6005 - Management Profession*
1 Specialization course; *GRA 6501 - Financial Theory*
1 Specialization course; *GRA 6602 - Advanced Macroeconomics*
1 Specialization course; *GRA 6601 - Economics and Information*
- Winter** 1 Specialization course; *GRA 6507 - Financial Risk Management*
1 Specialization course; *GRA 6502 - Applied Financial Theory*
1 Specialization course; *GRA 6607 - Money and Growth*
- Spring** 1 Supplementary course; *GRA 6606 - Regulation and Control*

F&E 2-1

- Fall** 1 Core course; *GRA 6005 - Management profession*
1 Core course; *GRA 6007 - Economic Science II*
1 Core course; *GRA 6002 - Organizational Science*
1 Specialization course; *GRA 6501 - Financial Theory*
1 Specialization course; *GRA 6602 - Advanced Macroeconomics*
- Winter** 1 Core course; *GRA 6003 - Management Science*
1 Core course; *GRA 6004 - Political Science*
1 Specialization course; *GRA 6607 - Money and Growth*
1 Specialization course; *GRA 6502 - Applied Financial Theory*
- Spring** 1 Specialization course; *GRA 6604 - Applied Macroeconomics*
1 Supplementary course; *GRA 6608 - International Economics*
1 Elective (compulsory); *Choose between other courses*

F&E 2-2

- Fall** 1 Specialization course; *GRA 6601 - Economics and Information*
1 Supplementary course; *GRA 6508 - Multinational Financial Management*
- Independent study
- Winter** 1 Specialization course; *GRA 6507 - Financial Risk Management*
1 Elective (one compulsory); *GRA 6102 / GRA 6201*
- Student work
- Spring** 1 Supplementary course; *GRA 6606 - Regulation and Control*
- Independent study

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International Strategy and Marketing

GRA 6403 Consumer and Organizational Buying Behavior

Assistant Professor Erik Olson

Objective

Understanding buyer motives and decision processes are essential in order to predict how and why markets will respond to changes in marketing mix, competitive and substitute activities and the environment. The objective of this course is to provide a structure for consumer and organizational buying behavior knowledge which will be useful in guiding the strategic marketing decisions of the firm.

Contents

1. The field of consumer behavior
 - Theoretical development of consumer behavior and marketing
 - Practical applications in marketing
2. The buyer's/consumer's decision-making process
 - Personal influence and opinion leadership
 - decision making process
 - post-purchase behavior
3. The buyer/consumer as an individual
 - Motivation
 - Personality
 - Attitudes and Lifestyle
 - Perceptions
 - Learning
 - Communication
 - Situational influences
4. Outside influences on the buying process
 - Reference groups
 - Family
 - Social Class
 - Culture
 - Global changes and trends

Period

Fall quarter. Required specialization course for International Strategy and Marketing . The course should be taken the first year in the two-year program.

Evaluation

Grading for the course will be based on student performance in the following areas: exams, research paper, class presentation, and class participation.

Required Literature:

Schiffman, Leon G., Kanuk, Lesslie L.: *"Consumer Behavior"*. 4th ed. Englewood Cliffs, N.J.: Prentice Hall 1991.

Other readings which will be distributed in class.

GRA 6405 Marketing Research

Professor Geir Gripsrud, NSM

Objective

The aim of this course is to provide the students with an understanding of marketing research methodology and to discuss the application of such methods in an international setting. Marketing research is used to monitor the environment of the company, to specify the information required to make sound decisions and to assess the outcome of marketing decisions. This course will cover the **research process from** defining the research problem to analysing the data collected. Specific attention will be given to multivariate statistical methods.

Contents

The course will consist of lectures dealing with the topics listed below, as well as case discussions for which the students have to prepare.

1. The role of marketing research in management decision making. Formulating research questions. Overview of the research process.
2. Research design, Published secondary data and Computerised data-bases. The role of professional marketing research agencies.
3. Qualitative research. Focus groups. Projective techniques etc.
4. Primary data collection: Observation, Experimentation and Survey.
5. Questionnaire design. Attitude measurement. Scales of measurement.
6. Sampling procedures and sampling size.
7. Data analysis: Testing of differences. Bivariate correlation and regression.
8. Data analysis: Multivariate data analysis. Multiple regression- and discriminant analysis. Factor analysis.

Literature

C. McDaniel. and R.Gates; Contemporary marketing research. West Publishing Co.,1991 .
J.F.Hair,Jr., R.E. Anderson and R.L. Tatham: Multivariate Data Analysis. Third Edition. Macmillan, 1992.(Chapters 1,2,3 and 6).
Additional articles and handouts will be distributed.

Evaluation

The evaluation of the course is based upon two required term-papers and participation in class discussions.
Class participation: 20 pct
Term papers: 40 pct each.

GRA 6407 Product Management and Strategy

Associate Professor Øystein D. Fjeldstad, NSM

Objectives

This course deals with the product aspects of marketing strategy. It gives the participants an advanced framework for working with product strategy and product management problems. The course is decision oriented and the participants will develop knowledge of analytic tools applicable to product and product strategy decisions.

Contents

Product life cycles

- New product development

- Product diffusion

- Managing existing and exiting products

Organizational aspects of product management

- Internal marketing

- Product line and product portfolio management

Market orientation

- segmentation

- positioning

Required literature

Urban, G.L. and Star, Steven, H. Advanced Marketing Strategy. Prentice Hall 1991

Other readings will be distributed in class.

Computer tools

Spreadsheets

Evaluation

Grading for this course will be based on student performance in the following areas: exams, research paper, class presentation and class participation.

GRA 3132 Marketing Communications

Associate Professor Thorlof Helgesen, NSM

Course Objectives

Successful communications with customers is a key requisite to achievements in the market place. This applies to consumer markets and to business-to-business markets as well. Communications, whether personalised or via mass media, must be designed and executed within an overriding marketing program, and with a full understanding of the communications process and effects.

This course covers all aspects of modern marketing communications, including recent media development on an international scale. It is based on recent research in advertising and promotions, with an emphasis on managerial aspects and implications, and with effectiveness as a core concept.

The lectures deals with the scientific bases for marketing communications, within the disciplines of psychology, sociology, communications and economics. Also, the course covers advertising and promotion as integrated fields of the more comprehensive marketing plan.

Period

Winter quarter. Required specialization course for International Strategy and Marketing . The course should be taken the first year in the two-year program.

Required Reading

- Aaker, D.A., Batra, R., ~ Myers, J.G. *Advertising Management*, 4th ed., Prentice-Hall International Editions, 1992
- Various articles which will be handed out at the outset of the course.
- Cases

Course Outline

- Introduction to marketing communications
- Advertising and promotions markets and systems worldwide
- Mass communication theory
- Psychology in marketing communications
- Sociology in marketing communications
- Economics in marketing communications
- Target marketing and positioning
- Measurement of communication effects
- Consumer and industrial communications
- Media selection for advertising purposes
- Planning and execution of communication campaigns
- Advertising and society

In addition to the lectures, special seminars on marketing communications research at NSM will be arranged.

Evaluation:

The evaluation will be based on a turn paper (project work) on marketing communications, according to the students' own choice of issues.

GRA 6401 Strategic Management 1; Foundations of strategic management in a global context.

Associate Professor Bente R. Løwendahl, NSM

Objective

To develop an understanding of the current status of research on the key issues of strategic management in an increasingly globalizing context.

Contents

The course covers an overview of key issues in strategic management research, as well as an in-depth analysis of a set of central research articles pertaining to these issues.

Topics covered include:

- The concept of strategy -- its evolution and present status; goals, mission, vision, and intent
- Strategic analysis of the environment -- competitive strategy, industry analysis, stakeholder perspectives
- Strategy at the corporate level -- corporate strategy, portfolio management, diversification, vertical integration
- Strategy at the business level -- strategy and structure, competitive advantage, and core competences
- Global strategy and internationalization -- global industries, the triad, the transnational firm

Period

Required specialization course for International Strategy and Marketing . The course should be taken the first year in the two-year program.

Required literature

Hax, Arnaldo C. & Majluf, Nicolas S. *The strategy concept and process. A pragmatic approach*. Prentice Hall, 1991.

Porter, Michael E.: Ed. *Competition in Global Industries*, Harvard Business School Press, 1986.

Research articles according to enclosed bibliography.

Evaluation

Evaluation: class participation and class presentations, two case hand-ins, and an academic term paper.

Articles to use in course

Henderson, B.: *The origin of strategy*. Harvard Business Review (HBR): 6 (NOV.-DEC 1989), pp. 139-143.

Mintzberg, H. : *The strategy concept I: Five P's for strategy*. California Management Review: Fall 1990. pp 11-24.

Mintzberg, H.: *Strategy Formation, Schools of thought*. In: Fredrickson, J. Ed. Perspectives on strategic management. New York: Harper Business. 1990. pp. 105-235.

Ansoff, I.: *Critique of Henry Mintzberg's The design school: Reconsidering the Basic premises of Strategic Management*. Strategic Management Journal (SMJ), VOL. 12, 1991, pp. 449-461.

Mintzberg, H.: *Learning 1, Planning 0. reply to Iqor Ansoff*. SMJ, VOL. 12. 1991. pp 463-466.

Weick, K.: *Substitutes for corporate strategy*. In Teece, D.J. Ed. The competitive challenge. New York: Ballinger. 1987. pp. 221-233.

Emery, F.E. & Trist, E.L. The causal texture of organizational environments. Human relations VOL 18: 1965. pp. 21-32.

Lawrence, P.R. & Lorsch, J.W. *Organization and Environment*. Administrative Science Quarterly (ASQ). 1967.

Levine, S. & White, P.E. *Exchange as a conceptual framework for the study of interorganizational relationships*. Administrative Science Quarterly (ASQ). VOL. 5: 1961. March. pp. 583-601

Singh, H. & Montgomery, C. Corporate Acquisition Strategies and Economic Performance. Strategic Management Journal (SMJ), 1987.

Thompson, J.D. & McEwen, W.J. *Organizational goals and environment: goal-setting as an interaction process*. American Sociological Review (ASR) VOL. 23: 1958.pp. 22-31.

Williamson et al. *The markets and hierarchies and visible hand perspectives*. In Van de Ven, A.H. & Joyce, W.F. *Perspectives on Organization Design and Behavior*. New York, Wiley: 1981. Chapter 8: pp.347-406.

Child, J. *Organizational Design and Performance: Contingency theory and beyond*. Organization and administrative sciences. VOL 3: 1977. pp 169-183.

Mintzberg, H. *Generic strategies*. In Mintzberg, H. & Quinn, J. Eds. *The strategy process*. Englewood Cliffs, NJ: Prentice Hall. 2nd ed 1991. pp.70-82.

Porter, M.E. *Changing patterns of international competition*. In Teece, D.J. Ed. *The competitive challenge*. New York: Ballinger. 1987. chapter 2. pp. 27-58.

GRA 6402 Strategic Management 2; The Management of Strategic Processes

Associate Professor Georg von Krogh, NSM

Objective

The objective of this course is twofold; 1) to develop an understanding of the fundamental forms of strategic processes, their characteristics and how they can be managed, 2) to give an overview of some of the current research and the recent thinking on strategic processes.

Contents

Strategic change; deliberate and emergent processes
Building and exploiting strategic resources
Strategic and organizational learning
Strategic cooperation
New approaches to strategic processes

Period

Spring quarter. Required specialization course for International Strategy and Marketing . The course should be taken the first year in the two-year program.

Literature (see also "overview of sessions")

P. Lorange, B. Chakravarty, J. Roos and A. Van de Ven, *Implementing Strategic Process; Change, Learning and Cooperation*, Blackwell, 1992

Evaluation

An academic term paper and class participation and class presentations

Articles to use in course

D. Gioia and K. Chittipendi "Sense making and sense giving in strategic change initiation" Working Paper, 1991 -H.
Mintzberg and J. Waters "Of Strategies- deliberate and emergent", Strategic Management Journal, 1985, pp. 257-272
J. March, Footnotes on organizational change, Administrative Science Quarterly, 1981, pp.
G. von Krogh and J. Roos, "Towards a competence based perspective of the firm", Working Paper, 1992
H. Itami, *Mobilizing Invisible Assets*, Harvard University Press, 1987
J. Barney, "Firm resources and sustained competitive advantage", Journal of Management, 1991, pp.99-120
C. Argyris and D. Schon, *Organizational learning: A Theory of Action Perspective*, Addison Wesley, 1978, Chapter 1-5
J. March and J.P. Olsen "The Uncertainty of the Past: Organizational Learning under Ambiguity", from J. March, *Decisions and Organisation*, Blackwell, 1990
D. Schweiger, E. Csiszar, and N.K. Napier "A strategic approach to implementing mergers and acquisitions", working paper, 1992.
H. Singh and K. David "Acquisition Regimes" , Working Paper, 1992
A. H. Van de Ven and M.S. Poole, *Paradoxical Requirements for a theory of organizational change*, from R. E. Quinn and K.S. Cameron, *Paradox and Transformation: Toward a theory of change in organization and management*, Ballinger, 1990
F. Blackler, *Formative Contexts and Activity Systems; Post modern approaches to the management of change*, from M. Reed and M. Hughes, *Rethinking Organization*, Sage 1992

Euromanagement

GRA 6301 The New Europe: Political and Economic Implications

Professor Kjell A. Eliassen, Norwegian School of Management

Objective

This course aims at providing the student with a first introduction to the political and economic implications for society and business of the recent development in Europe and the European Community in particular. The course will present the various Euromanagement perspectives on Europe and the European Community; history, economics, society, institutions, policies, marketing and business strategies.

Contents

This course provides a broad overview of the general European development and the European Community and the process of integration occurring between member countries. Included topics will be: Single European Act - "1992"; EEA including 19 EC and EFTA countries; CSCE disarmament negotiations; implications for Central and Eastern European countries transforming to pluralist and market-oriented societies; historical perspective and relevance to the future prospects of globalization for EC, Eastern Europe, Scandinavia, and the rest of the world. The remaining question being: How does this development affect Norwegian and Nordic society, politics, trade and economy?

Period

Winter quarter. Required specialization course for Euromangement. The course should be taken the first year in the two-year program.

Literature

Lodge, J. (ed.): *The European Community and the Challenge of the Future*. London: Pinter 1989.
Nugent, Neil: *The Government and Politics of the European Community*. 2nd ed. Houndmills: Macmillan 1991.
Welford, R. and Prescott, K.: *European Business*. London: Pitman 1992.
Pollard, S.: *The Integration of the European Economy Since 1815*. London: Allan & Unwin 1981.
Articles and handouts.

Recommended literature

Molle, W.: *The Economics of European Integration*. Aldershot: Dartmouth 1990.
Roberts, J.M.: *Europe 1880- 1945*. London: Longman 1989. 2nd. ed.
Urwin, D.W.: *Western Europe since 1945*. 4th. ed. London: Longman 1989.
Wyatt, D. and Dashwood, A.: *The Substantive Law of the EC*. 2nd. ed. London: Sweet & Maxwell 1987.
Owen, R. and Dynes, M.: *The Times Guide to 1992*. London: Second edition, Times Books 1990.
Andersen, S.S. and Eliassen, K.A. (ed.): *Det nye Europa - Den europeiske unions institusjoner og politikk*. Oslo: Tano 1992.
Erlandsen, H.C. og Malmø, M.: *Europapøkkelen*. 4. utgave. Oslo: Alpha Beta Media 1992.
Gullmann, C. and Hagel-Sørensen, K.: *EF-ret*. København: Jurist- og Økonomforbundets Forlag 1988.
Gundersen, Fr. Fr.: *EF-boken*. Oslo: Tano 1989.
Mathijsen, P.S.R.F.: *A Guide to European Community Law*. London: Sweet & Maxwell 1990.
Owen, R. and Dynes, M.: *The Times Guide to 1992. Britain in Europe without frontiers*. London: Times Books 1990.
Roney, Alex: *The European Community Fact Book*. 2nd ed. London: Kogan Page 1991.
Wallace, Helen (ed.): *The Wilder Western Europe. Reshaping the EC/EFTA Relationship*. London: Pinter 1991.

GRA 6302 European Society and Politics

Professor Kjell A. Eliassen, Norwegian School of Management
Professor Mogens N. Pedersen, Odense University, Denmark

Objective

This course aims at providing the student with a first and yet comprehensive introduction to the politics of Western Europe with special reference to the political cultures, structures of political participation, policy making and policy implementation. The course will in particular examine those cultural and structural aspects most relevant to business in European nations as well as in EC.

Contents

The course will not only cover the major nations, UK, France, Germany, and Italy, but will also place the Nordic countries and "the Scandinavian Model" in the European context. Among structural aspects that will be discussed are the social, religious, and territorial cleavages, the party systems, the interest groups and popular movements, the electoral and the corporate channels of representation, the central governments and their relationship with local government. Various aspects of the business-government relationship will be discussed as well as some of the major problems in West European politics: The crisis of the welfare state, the unemployment problem, problems of feminism, environment, race and immigration.

Literature

Meny, Y.: *Government and Politics in Western Europe*. New York: Oxford University Press 1990.
Wilson G.K.: *Business and Politics. A Comparative Introduction*. 2nd. ed. London: Macmillan Education Ltd. 1990.
Urwin D.W. & Paterson W.E.(eds.): *Politics in Western Europe Today*. London: Longman 1990.
Various additional readings.

Recommended readings

Andersen, S.S. and Eliassen, K.A. (ed.): *Det nye Europa - Den europeiske unions institusjoner og politikk*. Oslo: Tano 1992.
Lane, J.E. and Ersson, S.O.: *Politics and Society in Western Europe*. 2nd ed. London: Sage Publications Ltd. 1991.
Ardagh, J.: *Germany and the Germans*. Harmondsworth: Penguin 1988.
Ardagh, J.: *France in the 1980s*. 2nd rev.ed. Harmondsworth: Penguin 1988.
Bulmer, S., Georg, S. and Scott, A. (eds.): *The United Kingdom and EC Membership Evaluated*. London: Pinter 1992.
Erlandsen, H.C. and Malmø, M.: *Europarøkkelen*. 4. utgave. Oslo: Alpha Beta Media 1992.
Noreng, Ø.: *Tysklands rom i det europeiske hus*. Oslo: Aschehoug 1990.
Schweitzer, C.C. and Karsten, D. (ed.): *Federal Republic of Germany and EC Membership Evaluated*. London: Pinter 1990.
Zeldin, Th.: *The French*. New York: Pantheon 1983.

GRA 6303 EC Policy Making and The Single Market

Professor Arild Underdal, University of Oslo

Professor Svein S. Andersen, Norwegian School of Management

Objective

To provide an overview of the main EC institutions and the processes through which Community policies are made and implemented. The course also provides an introduction to the basic principles of and the economic rationale behind the single market.

Contents

The course starts with a brief introduction to the (neo)functionalist theory of integration, with emphasis on integrative mechanisms and strategies. The first major part of the course provides an overview of the institutional structure and policy-making processes of the EC, including the interplay between Community institutions on the one hand and national governments and non-governmental organizations and interest groups on the other. The second major section gives an introduction to EC policies in selected areas (agriculture, industry/technology, energy, and medium-sized businesses). The final section is devoted to the single market; more specifically its basic principles and its rationale.

Literature

Nugent, N.: *The Government and Politics of the European Community*. Second ed. Houndmills/London: Macmillan 1991. Chapters 3-14.

Nye, J.S.: "Comparing Common Markets: A Revised Neo-Functionalist Model" in *International Organization*, 24 (4) 1970:796-835.

Andersen, S.S. and Eliassen, K.A.: "European Community Lobbying" in *European Journal of Political Research*, 19 (6) 1991.

Beije, P.R. et al.: *A Competitive Future for Europe. Towards A New European Industrial Policy*. London: Croom Helm 1987. Chapters 4, 5 and 12.

Sargeant, J.: "Corporatism and the European Community", Grant W. (ed.), in *The Political Economy of Corporatism*. London: Macmillan 1986:229-254.

The following EC publications:

- "The European Communities Industrial Strategy".
- "Energy in the European Community". (EC Periodical 7/1990)
- "The Internal Market - and Small Businesses ". (1989)

Emerson et al.: "The Economics of 1991" in *European Economy*. No 35/1988 (or book edition 1989).

Melchior, A.: "Economic gains from 1992: Some notes on the Cecchini report." Stockholm: *Industriens Utredningsinstitut*: Working Paper No 276/1990

Recommended literature

Lodge, J. (ed): *The European Community and the Challenge of the Future*. (Parts I and II). London: Pinter Publishers 1989.

Krugman, P.: "Economic Integration: Some Conceptual Issues" in Padoa-Schioppa et al.: *Efficiency, Stability and Equity*. Oxford: Oxford University Press 1988:117-140.

Molle, W.: *The Economics of European Integration*. Aldershot: Dartmouth 1990.

GRA 6304 EC Policies

Associate professor Johan From, NSM

Objective

The purpose of this course is to delve into specific areas of EC policies. The course will provide the students with an understanding of different policy-making styles within the Community.

Contents

Decision-making theory will provide the theoretical basis for this course. Policy formulation will be understood as decision-making processes. The need for decision-making processes which are both efficient, legitimate, and effective in a multi-level system pose unique problems for EC policy-making. The first part of this course deals with these theoretical questions. The main part of the course will consist of looking at specific policy areas from this theoretical point of view. We will look closer into the areas of competition law, police, and the role of local government. These areas are well suited to illuminating different policy-making styles and dilemmas of EC policy-making.

Literature

Allison, Graham T.: *Essence of Decision*. Boston: Little, Brown and Company 1971. In particular Chapters 1, 3, 5 and 7.
Jacobs, David M.: *Competition law in the European Community, Second edition*. London: Kogan Page 1991.
Snyder, Francis: *New Directions in European Community Law*. London: Weidenfeld and Nicolson 1990. Introduction & Chapters 1-3.
Sbragia, Alberta M. (ed.): *Europolitics. Institutions and Policymaking in the "New" European Community*. Washington, D.C.: The Brookings Institution 1991.
Lodge, Juliet (ed.): *The European Community and the Challenge of the Future*. London: Pinter 1989. Chapter 9.
Bongers, Paul: *Local government and 1992*. Essex: Longman 1990.
Boer, Monica den: "Schengen: Intergovernmental Scenario for European Police Co-operation". Working Paper Series "A System of European Police Co-operation after 1992". Department of Politics, University of Edinburgh 1991.
Heidensohn, F. & M. Farrell (ed.): *Crime in Europe*. London: Routledge 1991. Chapters 4, 8 & 12.

Recommended literature

Lodge, Juliet (ed.): *The European Community and the Challenge of the Future*. London: Pinter 1989.
Nugent, Neil: *The Government and Politics of the European Community*. 2nd ed. Houndmills: Macmillan 1991.
Nicoll, W. & T. C. Salmon: *Understanding the European Communities*. London: Philip Allan 1990.
Anderson, Malcolm: *The Agenda for European Police Co-operation*. Paper presented at ECPR Workshop 30 March-4th April 1992.
Keohane, R. O. & S. Hoffmann: *The New European Community. Decisionmaking and Institutional Change*. Oxford: Westview Press 1991.
Klausen, K. K. & L. T. Jensen: *EF og kommunerne*. Skrifter fra Institutt for erhvervsrett og politologi. Odense Universitet 1/1991.
EG och den kommunala självstyrelsen. Civildepartementet Ds 1992:10. Sverige.
Amterne og EF. København: Amtsrådsforeningen i Danmark 1991.

GRA 6305 Europe in a global perspective

Industrial Professor Gerson Komissar, Norwegian School of Management
Head of Department, Arne Melchior, Norwegian Institute of International Affairs

Objective

This course aims at providing the student with an introduction to the development of international trade relations. Different aspects of international trade regulations and the adaptation to these regulations by the larger multinational companies are presented. The role and challenge of the EC are seen in such an international trade and global perspective and supplemented with sectors of the economy where EC has a more restrictive policy.

Contents

Central issues and aspects of the development in international trade are presented, such as the role of GATT, antidumping and the role of special policies and subsidies in EC. The role of the European market and the restructuring of industries in Europe before 1992 are presented in a global context. Competitive strategies of the larger multinational companies and the Triad Power concept are given particular attention as part of the market structure.

The reconstruction of different industries in a 1992 perspective is focused with special attention to the offensive and defensive strategic aspects of global competition. The European car industry and the special problems of the industry are used to demonstrate the adaptation to the new "1992" solution. The Norwegian electrotechnical industry is presented as an illustration of the development and the relations between host countries and multinational companies and the prospects of a national industrial policy.

Required literature

Helpman, E. and Krugman, P.; *Trade policy and market structure*. MIT Press 1989.

Sapir, A.; "Does 1992 come before or after 1990? On regional versus multilateral integration." In Jones and Kreuger (eds.); *The Political Economy of Trade Policy*. Basil Blackwell 1987.

Montagon, P. (ed.); *European competition policy*. Royal Institute of International Affairs. Pinter Publisher 1990.

Porter, M.E.: *Competition in Global Industries*. Boston Mass.: Harvard Business School Press 1986.

Recommended literature

Centre for Economic Policy Research (Begg et al.) (1990): *Monitoring European Integration: The Impact of Eastern Europe*. A CEPR Annual Report. 76p.

Cramon-Taubadel, S. and Kuhl, R.: "Turning point for European agricultural policy?" in *Intereconomics* 1991, 25:280-288.

Davenport, M.: "The external policy of the Community and its effects upon the manufactured exports of the developed countries" in *Journal of Common Market Studies* 1990:XXIX(2), pp.181-200.

Davenport, M.: "The economics of antidumping and the Uruguay Round" in *Inter economics* 1991:25(6), pp.267-273.

Dornbusch, R.: "The European Monetary System, the dollar and the yen" in Giavazzi et al.: *The European Monetary System*. Boston, Mass.: Cambridge University Press 1988, pp. 23 - 47.

Krugman, P.: "Industrial organization and international trade" in Schmalensee, R. and Willig, R.D.: *Handbook of Industrial Organization*. Vol. II. Chapter 20. Amsterdam: North-Holland. 1989:11 79-1 223.

Robson, P.: *The economics of international integration, third rev. edition*. Chapter 2. London: Allen & Unwin 1986.

"World Trade Survey" in *The Economist* Sept. 22, 1990. 39p.

Winters, L.A.: "The road to Uruguay" in *The Economic Journal* 1990:1288-1301.

Porter, M.E.: "The Competitive Advantage of Nations" in *Harvard Business Review*, March-April 1 1990.

Ohmae, K.: "The Global Logic of Strategic Alliances" in *Harvard Business Review*, March-April 1 1989.

Pelletier, F.P.: "The European Automobile Industry in the Context of 1992" in *European Affairs*, (3) 1 1990.

Midttun, A. and Komissar, G.: "Norsk Elektroteknisk Industri etter 2. verdenskrig". BI-rapport 1991.

GRA 6306 Business Strategy in an European Environment

Professor Johan Olaisen and Associate professor Øivind Revang, NSM

Objective

This course focus on the strategic options of firms to face the changes in the European marketplace. The objective is to give students insight in models, frameworks and options relevant for strategic behavior in an European context.

Contents

The course concentrates on three topics

- 1) frameworks for strategic thinking,
- 2) possible strategic and organizational options; and penetrates selected
- 3) strategies for dominating markets through cooperation and mergers.

It is required that the students has followed the courses that gives overview and insight in the political and economic changes that takes place in Europe today.

Periode:

Spring.

Literature:

- * Porter, M. E.: "The Competitive advantage of Nations" London, MacMillan Press Ltd. 1990 pp 1 - 175
- * Mayes, D. G. (ed.): "The European Challenge - Industry's response to the 1992 programme", N.Y., Harvester Wheatsheaf, 1991

Articels:

Waterman, P. and Phillips: "*The 7-s Framework*"

Mintzberg, H.: "*The structuring of organizations*"

Both taken from Quinn and Mintzberg: "*The Strategy Process*" 2 ed. Prentice-Hall 1991

Galbraith, J.: "*Strategy and organization planning*" taken from Quinn and Mintzberg: *The Strategy Process* 2 ed. Prentice-Hall 1991

Miles, R. H. and C. C. Snow, "*Fit, Failure and The Hall of Fame*", California Management Review, No 3, Spring, 1984, pp.

Revang, Ø., "*Cost and Service in the Airline Industry, Scale and Scope Revisited*", Center for European Studies, Norwegian School of Management, Working Paper; 1992:13

Calori & Gubathin: "Euromergers, Wiewpoints & prediction from G. von Krogh, A. Sinatra and H. Sing "Perspectives on the management of corporate acquisitions", MacMillan, 1992 (Forthcoming).

Recommended literature:

Preston, J.: (ed.) "Cases in European Business", Pitman , London 1992

Welford, R. and Prescott, K. "European Business - An issue-based approach", Pitman, London 1992.

Somers, F. J. L. (ed.), "European Economies - A Comparative Study", Pitman, London 1991.

Energy Management

GRA 6101 Energy and the Environment

Professor Mark Christensen, University of California at Berkeley

Objective

To present a synthesis of various perspectives on energy issues including: technology, economics, politics, society and environment.

Contents

Different perspectives on energy issues: technology, economics, politics, society and environment. The technical characteristics and the economics of the key energy sources. Oil, gas and the competitors. Energy use, emissions and environmental problems. Renewable and non-renewable energy sources. Cultural development and energy use. Investment, supplies, demand and prices of energy. Efficiency and energy conservation. Bargaining in imperfect energy markets. Public intervention and regulation in energy markets. Energy systems. The role of oil and gas in the energy markets.

Literature

Energy for Planet Earth, Oxford: W.H. Freeman & Co., 1991 (ISBN 0-7167-2235-6)

BP Statistical Review of World Energy - 1991, London: British Petroleum, 1992

Compendium

Suggested reading;

Managing Planet Earth, Oxford: W.H. Freeman & Co., 1991 (ISBN 0-7167-2108-2)

GRA 6102 Energy Economics.

Associate Professor Ole Gunnar Austvik, NSM

Objective

To facilitate an understanding of the development of oil and gas markets and the impact of energy on the economy of petroleum exporting & importing countries.

Contents

- Methods and models for understanding the development of the oil market.
- The theory of depletion of non-renewable energy sources, emphasizing oil and gas.
- The economics and regulation of natural gas markets.
- Energy prices and tariffs.
- The relationship between energy and capital.
- Income and price elasticities of demand for energy.
- Energy and the macro economy.
- Policies for energy exporting & importing countries.

Literature

Griffin, J.M. & D.J. Teece: *OPEC Behavior and World Oil Prices* London: George Allen & Unwin, 1982, ISBN 0-04-338103-0

Compendium

GRA 6105 Energy in the World Market.

Professor Øystein Noreng, NSM

Objective

To provide an understanding of the role of energy in the international economy and the functioning of the international energy markets.

Contents

The role of energy in the international economy. Trading patterns for oil and gas. International oil and products trading. Competition and cooperation in the oil industry. Price formation for the different energy sources. Energy corporations. Competition strategies and vertical integration in the oil industry. Energy and foreign policy. Energy and international finance. The international history of petroleum. The oil markets. The product markets. The markets for natural gas.

Literature

Stern, Jonathan P.: *European Gas Markets, Challenge and Opportunity in the 1990s*. Dartmouth Publishing Company, Gower House, Croft Road, Aldershot, Hants, GU11 3HR, England, The Royal Institute of International Affairs 1990. ISBN 1 85521 0738.

Bromley, S.: *American Hegemony and World Oil*, The Pennsylvania State University Press, 1991, ISBN 0-271-00746-X.

Spero, J.E.: *The Politics of International Economic Relations*, Ch. 9, Routledge, 1992, ISBN 0-415-08430-X.

Yergin, D.: *The Prize*, Simon and Schuster Ltd, 1991, ISBN 0-671-50248-4

Compendium 3

Suggested readings

Mork, K.A.: "The Economic Cost of Oil Supply Disruptions" in Plummer, J.: *Energy Vulnerability*, Cambridge - Mass.: Ballinger, 1982.

Chapter 29: "Long-Term Growth and Short-Term Fluctuations" in Begg, Fischer, Dornbusch: *Economics*, Third edition, London McGraw-Hill, 1991

Bjerkholt, Longva, Olsen, Strøm: *Analysis of Supply and Demand of Electricity (Samfunnsøkonomiske studier 53)*, Oslo: Central Bureau of Statistics, 1985.

Mork, K.A.: "'Where's the Boom?' The Oil Price Decline and the US Economy in 1986: A Reassessment of the Theories of the 1970s" in *Papers and Proceedings of the Eighth Annual North American Conference*, International Association of Energy Economists, 1986: pp.12-16.

Hamilton, J.D.: "Historical Causes of Postwar Oil Shocks and Recessions", *The Energy Journal*, 6, January 1985, pp.97-116.

Hamilton, J.D.: "Oil and the Macroeconomy since World War II", *Journal of Political Economy*, 91(2), April 1983, pp.228-248.

Mork, K.A.: "Oil and the Macroeconomy When Prices Go Up and Down: an Extension of Hamilton's Results", *Journal of Political Economy*, 97(3), 1989, pp.740-744.

Carpenter, P.R., H.D. Jacoby and A.W. Wright: "*Adapting to Change in Natural Gas Markets*" in Gordon, R.L., H.D. Jacoby and M.B. Zimmerman: *Energy Markets and Regulation*, Cambridge - Mass.: MIT Press, 1987.

GRA 6104 Comparative Energy Policy

Professor Svein S. Andersen, NSM

Objective

To provide an understanding of the political and institutional framework for the energy industry in key countries.

Contents

Political and administrative framework for the energy industry in selected key countries. Public intervention in the energy sector. The policy framework for the oil and gas industry. Public energy administration. Instruments in energy policy. The bargaining relationship between public authorities, energy companies, subcontractors and financial interests. The control of public energy companies. Relationship between governments and national oil companies.

Literature

Compendium

GRA 6106 Strategic Management in the Energy Industry.

Professor Øystein Noreng, NSM

Objective

To present an overview of strategic management for the energy industry in a changing environment.

Contents

Strategic management for changing working conditions in the energy industry. Strategies for coping with uncertainty. Positioning, balancing, coordination and control in the oil industry. Vertical integration and risk diversification in the oil industry. Strategic management in the international oil industry. Strategic management in the electricity industry. Institutional patterns, ownership, investment preferences and fuel choices. Relationship between governments and publicly owned energy companies.

Literature

Yergin, D: *The Prize*, Simon and Schuster Ltd, 1991, ISBN 0-671-50248-4

Compendium

Suggested readings

Charreton, R. and J.-M. Bourdairé: "Industrial Practice of Decision Theory" in Munier, B.R. (ed.): *Risk Decision and Rationality*, Dordrecht: Reidel Pub. Co., 1988, pp.657-678.

Charreton, R. and J.-M. Bourdairé: *Economic Decision Making*, Paris: Éd. Rueil-Malmaison/Institut Français du Pétrole, Paper no.37687

Frankel, P.: *Essentials of Petroleum - A Key to Oil Economics*, 2nd ed., London: Fran Cass & Co., 1968.

Luce, R.D. & H. Raiffa: *Games and Decisions*, New York: John Wiley and Sons, 1957

Neumann, J von and O. Morgenstern: *Theory of Games and Economic Behaviour*, 3rd ed., New York: John Wiley and Sons, Science Editions, 1964

Raiffa, H.: *Decision Analysis - Introductory Lectures on Choices Under Uncertainty*, New York: Random House, 1968

Savage, L.J.: *The Foundations of Statistics*, 2nd ed., New York: Dover Publications, 1972

GRA 6103 The Fiscal and Regulatory Environment

Professor Erling Selvig, University of Oslo

Professor Knut Kaasen, University of Oslo

Objective

To highlight the legal and fiscal framework regulating energy activities.

Contents

The development of energy legislation and regulations. International law and petroleum issues. The concessionary system and state participation. Petroleum taxation. Safety and responsibility. Liability and environmental damage. Insurance issues. Contracts in the petroleum industry. Petroleum, gas and electricity contracts. Legislation concerning the electricity in Norway, the European Community and the United States.

Literature

Compendium, part I & II

GRA 6107 Project Analysis

Dr. Krishan A. Malik, President, Institute for Petroleum Development, University of Texas at Austin

Objective

To analyze critical factors in energy project analysis, especially investment criteria and required return on capital.

Contents

Critical factors in energy project analysis, emphasizing oil and gas development projects. Investment criteria and return on capital required. Risks in the energy industry. Risk analysis and planning in energy companies. Project models. Decision making in the energy industry. Risk and rate of return.

Literature

Compendium

GRA 6108 Energy Finance

Dr. Krishan A. Malik, President, Institute for Petroleum Development, University of Texas at Austin

Objective

To highlight the critical factors influencing cash flows, project acceptance, financing patterns and implementation of energy projects.

Contents

Project financing and company financing. Equity financing and external financing in the energy industry. The international capital market and the financing of energy projects. Financial Management, capital Structures, Cost of Capital and financial Ratios, Loan Negotiations.

Literature

Compendium

GRA 6109 Downstream Strategy and Distribution of Oil Products

Research Fellow Arne Nygaard, NIM

Objective

To analyze the position of petroleum downstream activities in a competitive environment.

Contents

This is a course in the area of strategic management, with a heavy emphasis on the organization of efficient downstream distribution. The integration problem - one of the major strategic issues of the oil industry, will be analysed through a comprehensive survey of perspectives in organizational economics. The course focuses on the adaption of adequate theory to real life - strategic problems in the oil industry.

Literature

Compendium

Suggested readings

Chandler, A.D.: *The Visible Hand*, The Belknap Press/Harvard University Press, 1977. Lorange, P. & R.F. Vancil: *Strategic Planning Systems*, Prentice Hall, Inc., 1977. Strategic Cont.

Lorange, P., M.F. Scott Morton & S. Ghoshal: *Strategic Control Systems*, West Publishing Co., 1986.

Miles, R.E. & C.C. Snow: *Organizational Strategy - Structure and Process*, McGraw Hill, Inc., 1978.

Ouchi, W.G. & J.B. Barney (eds.): *Organizational Economics*, Jossey bass, 1986.

Porter, M.E.: *Competitive Strategy*, The Free Press, 1980.

Porter, M.E.: *Competition in Global Industries*, Harvard Business School Press, 1986.

Williamson, O.E.: *The Economic Institutions of Capitalism*, The Free Press, 1985.

Stern, L.W. & A.I. el-Ansary: *Marketing Channels*, third edition, New Jersey: Prentice Hall/Englewood Cliffs, 1988.

Clarke, R. & T. McGuinness (eds.): *The Economics of the Firm*, Oxford: Basil Blackwell, 1987.

Primeaux Jr., W.J.: "A Method for Determining Strategic Groups and Life Cycle Stages of an Industry," in H. Thomas & D.M. Gardner (eds.): *Strategic Marketing and Management*, Chichester: John Wiley, 1985.

Hennart, J.F.: "A Transaction Costs Theory of Equity Joint Ventures," in *Strategic Management Journal*, 1988 - Vol 9(4), pp. 361-74.

Thorelli, H.B.: "Networks Between Markets and Hierarchies," in *Strategic Management Journal*, 1986 - Vol 7(1), pp. 37-52.

Fiegenbaum, A. & H. Thomas: "Dynamic and Risk Measurement Perspectives on Bowman's Risk-Return Paradox for Strategic Management: An Empirical Study," in *Strategic Management Journal*, 1986 - Vol 7(5).

Lorange, P. & J. Roos: *Strategic Alliances: Formation, Implementation and Evolution*, Oxford: Basil Blackwell, 1991.

GRA 6110 Management of Electricity Systems

Professor Finn Førsund, University of Oslo, Professor Lennart Hjalmarson University of Gothenburg, associate professor Alte Midttun, NSM

Objective

To provide an overview of issues related to electricity economics, options for power generation and pricing.

Contents

Forecasting electricity demand. Segments of demand. Capacity requirements and investment criteria. Forms of power generation and economic characteristics. Project planning and cost control in the electricity sector. Operating electricity systems. Electricity pricing.

Literature

Compendium

GRA 6112 The Example of Norwegian Energy Industry

Professor Svein S. Andersen, NSM

Objective

To provide an understanding in energy resources. National needs and export potential. Norwegian electricity industry. Hydro power development and electricity prices. Norwegian petroleum industry. Oil prices and the economics of field development. Gas prices and development potential. Gas and electricity. Markets and strategies.

Literature

Bergesen, H.O. & A.K. Sydnes: Naïve Newcomer or Shrewd Salesman? Norway - A Major Oil and Gas Exporter, Oslo: Fridtjof Nansen Institute, 1990

Compendium

GRA 6111 Energy in Developing Countries

Dr. Mark Bernstein, Associate Professor, University of Pennsylvania

Objective

To provide an overview of issues related to energy planning and energy projects in developing countries.

Contents

Economic development and requirements for commercial energy. Energy demand in the rural sector, in the industrial sector, in the transportation sector and in the residential/ commercial sector. Energy resources in developing countries and capital requing of policy solutions for the interaction between government and companies in an energy exporting country.

Contents

Norway's comparative advantages irements. Planning and operating energy systems in developing countries. Models for co-operation with foreign investors in the energy sector. Management of national energy enterprises in developing countries. Energy and environmental issues in developing countries.

Literature

Compendium

Environmental Management Sub-Specialization

GRA 6201 The Theory of Environmental Economics

Professor Steinar Strøm, University of Oslo

Associate Professor Erik Grønn, Norwegian School of Management

Objective

To provide a theoretical context in which to understand environmental problems and their solutions.

Content

We briefly review the functioning of the market and why the free market does not protect the environment, including a brief review of optimal and market use of depletable and renewable resources. These theories are interpreted via examples such as ground water and other water resources, air quality, forests, fisheries, and environmental release of CO₂. We then discuss solutions to market failures, including quantity versus price controls, Pigouvian taxes, tradeable permits, legal liability, political negotiation as in the EC, and cost/benefit analysis. The latter induces a review of consumers' surplus, producers' surplus, decision making under uncertainty, and the problem of choosing the discount rate in a way that accounts for future generations. It also includes a discussion of how to value unmarketed goods; in particular, the hedonic price method and contingent valuation. Finally we discuss "macro" solutions to the problem of protecting the environment, such as greater urbanisation and public transportation.

Literature

A.C. Fisher, Resource and Environmental Economics, Cambridge University Press, 1981.

T. D. Goldfarb, Taking Sides, 4th Edition, Dushkin Publishing Group, Inc., 1991.

D. W. Pearce and R. K. Turner, Economics of Natural Resources and the Environment, Harvester Wheatsheaf, 1990

Compendium

GRA 6203 Comparative Environmental Policy

Professor Alfred A. Marcus, University of Minneapolis, Minnesota

Objective

To examine comparative institutional contexts for the development of environmental policies and alternative policy instruments for carrying out such policies.

Contents

Changing perspectives on the environmental movement: environmental ethics and philosophy. Issues of risk, scientific and technical uncertainty the environmental movement in comparative perspective. Different **institutional contexts** for resolving environmental issues: national arenas, regional organisations, international bodies alternative policy instruments for implementing environmental policies: regulations and the use of market incentives (e.g. taxes) Deeper examinations of specific dimensions of the air pollution problem automotive and industrial pollution, CFCs, and global warming

Literature

Brown: State of the World, various years

Buchholz, Marcus and Post, Managing Environmental Issues, Englewood-Cliffs, N.J.: Prentice-Hall 1992

Goldfarb T.D. (ed), Taking Sides, fourth edition, Guilford, Conn. Dushkin, 1991

Paehlke, Environmentalism and the Future of Progressive Politics, New Haven, Conn. Yale univ.press, 1989

Gentry B.S., Global Environmental Issues and International Business, Washington D.C., Bureau of National Affairs, 1990

Compendium

GRA 6202 Corporate Environmental Management

Professor Gordon Rands, The Pennsylvania State University

Objective

To examine how the external strategic considerations and internal dynamics of business organisations affect their environmental performance and to introduce students to conceptual tools useful in analysing these factors and bringing about desired changes in company environmental performance.

Contents

The intrinsic reciprocal impacts of business and the biophysical environment. The meaning for business of sustainable development. Potential roles and contributions to the various corporate functional areas in responding to economic forces, public policy and social demands regarding the environment, and in managing environmental performance. The role of the "environmental management" function. Organizational culture and environmental performance. Environmental issues and the strategic planning and decision making process Implications of the threats and opportunities posed by environmental issues for corporate strategies. The impact of organizational structure, systems, and human resource management considerations for the successful implementation of corporate environmental policies. Considerations in designing, conducting and using the results to environmental audits. Considerations in designing and implementing programs to bring out planned changes in environmental performance

Litrature

Buchholz R.A., Marcus A.A. and Post J.E., Managing Environmenal Issues, Englewood-Cliffs, N.J., Prentice-Hall, 1992

Nadler D.A., Tushman N.L. and Hatvany N.G., Managing Organizations, Boston: Little Brown, 1992

Stead W.E. and Stead J.G., Management for a Small Planet, Newbury Park, Cal. Sage 1992

Winter G, Business and the environment, Hamburg McGraw-Hill 1988

Compendium

Finance and Economics

GRA 6501 Financial Theory

Associate Professor Dag Michalsen, NSM

Course objectives

This course offers an in-depth overview of financial theory, thereby providing a bridge to the more theoretical articles in finance. Furthermore this course will give particular attention to testable propositions and to the literature that has developed empirical tests of important elements of theory.

Required reading

Copeland T.H. & J.F. Weston; Financial Theory and Corporate Policy, 3rd ed, Addison-Wesley 1988.

Articles.

A readings list will be provided first day of class.

Course outline

1. *Introduction*
 - * Capital markets, consumption and investment
 - * Capital budgeting
2. *Utility theory given uncertainty*
 - * Five axioms of choice under uncertainty
 - * Definition of risk aversion
 - * Stochastic dominance
 - * Mean and variance as choice criteria
3. *State preference theory*
 - * Definition and derivation of pure securities
 - * Economic determinants of security prices
 - * Optimal portfolio decisions
4. *Mean-variance uncertainty*
 - * Optimal portfolio choice
 - * Portfolio diversification and individual asset risk
5. *Capital Asset Pricing Model and Arbitrage Pricing Theory*
 - * Derivation and properties of the CAPM
 - * Extensions of the CAPM
 - * Empirical tests of the CAPM
 - * Roll's critique
 - * The APT
 - * Empirical tests of the APT
6. *Option Pricing Theory*
 - * Factors affecting European option prices
 - * Equity as a call option
 - * Put-Call Parity
 - * The binomial OPM
 - * The Black & Scholes OPM
 - * Valuation of American options
 - * Empirical evidence on the OPM
7. *Futures contracts and markets*
 - * The theory of futures markets and futures pricing
 - * Empirical evidence

- * Synthetic futures and options on futures
- 8. *Efficient capital markets: Theory*
 - * The relationship between the value of information and efficient capital markets
 - * Market efficiency with costly information
 - * Statistical tests unadjusted for risk
 - * The joint hypothesis of market efficiency and the CAPM
- 9. *Efficient capital markets: Evidence*
 - * Empirical models used for residual analysis
 - * Weak form tests
 - * Semi-strong form tests
 - * Strong form tests

Conduct of Class

The instruction will be comprised primarily of presentations and discussions of the readings assigned to the topics listed above. Students are expected to have read the material before each class meeting.

Evaluation

A term paper (40 %) and a three hour written examination by the end of the lecture series (60 %). The exam is comprised of topics discussed in class as well as assigned readings throughout the course.

GRA 6502 Applied Financial Theory

Professor Øyvind Bøhren, Associate Professor Dag Michalsen and Associate Professor Knut Sagmo, NSM

Course objectives

This course bridges the gap between financial theory and corporate financial policy. The emphasis will be on corporate applications in order to facilitate the understanding of the nature and uses of finance theory.

Required reading

Copeland T.H. & J.F. Weston; Financial Theory and Corporate Policy, 3rd ed, Addison-Wesley 1988. Articles.

A readings list will be provided first day of class.

Course outline

1. *Multiperiod capital budgeting under uncertainty*
 - * Admissible uncertainty in a multiperiod CAPM
 - * APT and multiperiod capital budgeting
 - * Risky cost structures
 - * Abandonment value
2. *Capital structure and the cost of capital*
 - * Value of the firm with both personal and corporate taxes
 - * A synthesis of M&M and CAPM
 - * The cost of capital with risky debt
 - * The maturity structure of debt
 - * Possible reasons for an "optimal" mix of debt and equity
 - * Empirical evidence on capital structure
3. *Dividend policy*
 - * Dividend policy with both personal and corporate taxes
 - * Toward a theory of optimal dividend policy
 - * Overview of empirical evidence on dividend policy:
 - Clientele effects and ex date effects
 - The signalling hypothesis
 - Equity repurchases via tender offers
4. *The economics of leasing*
5. *Applied issues in corporate finance*
 - * Pension fund management
 - * Interest rate swaps
 - * LBO's and going private
 - * Executive compensation plans
6. *Mergers, acquisitions and corporate control*
 - * Corporate restructuring and control
 - * Theories of M&A activity
 - * Theories of restructuring
 - * Tests and applications

Conduct of Class

The instruction will be comprised primarily of presentations and discussions of the readings assigned to the topics listed above. Students are expected to have read the material before each class meeting.

Evaluation

A term paper (40 %) and a three hour written examination by the end of the lecture series (60 %). The exam is comprised of topics discussed in class as well as assigned readings throughout the course.

GRA 6506 Investment Theory

Associate Professor Dag Michalsen, NSM

Course objectives

This course intends to provide an understanding of the investment environment and process. The investment environment includes the kinds of marketable securities that exist and where and how they are bought and sold. The process is concerned with decision-making, how much to invest in each security and when to make these investments.

Required reading

Haugen, R.A.; Modern investment theory, 2nd ed, Prentice-Hall 1990.

Articles.

A readings list will be provided first day of class.

Course outline

1. *Introduction*
 - * The development of investment theory
 - * Why learn modern investment theory?
2. *Securities and markets*
3. *Portfolio management*
 - * Combining individual stocks into portfolios
 - * Finding the efficient set
 - * Index models
4. *Risk, expected return, and performance measurement*
 - * The capital asset pricing model
 - * Empirical tests of the CAPM
 - * The Arbitrage Pricing Theory
 - * Measuring portfolio performance
5. *Interest rates and bond management*
 - * The term structure of interest rates
 - * Bond portfolio management
 - * Interest immunization
6. *The pricing of complex securities*
 - * European option pricing
 - * American option pricing
 - * Complex securities as portfolios of options
 - * Financial forward and futures contracts
7. *Issues in investment management*
 - * The effect of tax on investment strategy and security prices
 - * Stock valuation models
 - * Estimating future earnings and dividends
 - * Market efficiency anomalies and investment strategies

Conduct of Class

The instruction will be comprised primarily of presentations and discussions of the readings assigned to the topics listed above. Students are expected to have read the material before each class meeting.

Evaluation

A term paper (40 %) and a three hour written examination by the end of the lecture series (60 %). The exam is comprised of topics discussed in class as well as assigned readings throughout the course.

GRA 6505 Financial Statement Analysis

Associate Professor Knut Sagmo, NSM

Course objectives

Through intensive study of financial statement analysis this course seeks to describe and explain:

- * The demand and supply forces underlying the provision of financial data
- * The properties of numbers derived from financial statements
- * The key aspects of decisions that use financial statement information
- * The features of the environment in which these decision are made

Having a solid grasp of these four factors, one should be in a strong position to exploit the information contained in financial statements as well as appreciate the limitations of that information.

Required reading

Foster, G.; Financial Statement Analysis, 2nd ed, Prentice-Hall 1986.

Articles.

A readings list will be provided first day of class.

Course outline

1. *The demand for and supply of financial statement information*
2. *Properties of financial statements*
 - * An overview of financial statement analysis
 - * Empirical issues and evidence of financial statement numbers
 - * Financial statement numbers and alternative accounting methods
 - * Cross-sectional analysis of financial statement information
 - * Time-series analysis of financial statement information
 - * Forecasting financial statement information
3. *Capital markets and financial information*
 - * Capital markets and information efficiency
 - * Asset pricing and financial statement information
 - * Capital markets and corporate information releases
 - * Equity securities and financial statement information
 - * Corporate restructuring and financial information
4. *Other applications of financial statement information*
 - * Debt ratings, debt securities and financial information
 - * Distress analysis and financial information
 - * Loan decisions and financial information

Conduct of Class

The instruction will be comprised primarily of presentations and discussions of the readings assigned to the topics listed above. Students are expected to have read the material before each class meeting.

Evaluation

A term paper (40 %), and a three hour written examination by the end of the lecture series (60 %). The exam is comprised of topics discussed in class as well as assigned readings throughout the course.

GRA 6507 Financial Risk Management

Associate Professor Knut Sagmo, NSM

Course objectives

This course is designed to provide a framework for understanding the theoretical and empirical aspects of financial risk management at the corporate level. Key to this understanding will be the analysis of how cashflow uncertainty emanates from both real and financial decisions. The agency theoretic perspective is also introduced into the analysis of risk-reducing strategies.

Required reading

Smith Jr., C.W., C.W. Smithson, and D.S. Wilford; *Managing Financial Risk*, New York, N.Y.: Harper & Row, 1990.

Articles and other material discussed in class.

A readings list will be provided first day of class.

Course outline

1. *Financial risk management*
 - * Definition
 - * Conceptual perspectives
2. *Identification and measurement of risk*
3. *Real decisions and the composition of assets*
4. *Financial decisions and the design of contractual and residual claims*
5. *Attitudes towards risk and the implementation of risk-reducing strategies*
 - * Forward and futures contracts
 - * Swaps
 - * Options
 - * Alternative derivatives
6. *Analysis of financial contracting in the agency theoretic perspective*
 - * Principal-Agent Relationships
 - * Separation of Ownership and Control
 - * Sources of goal conflicts
 - * Design and management of contractual arrangements
7. *Summary and conclusion*

Conduct of Class

The instruction will be comprised primarily of presentations and discussions of the readings assigned to the topics listed above. Students are expected to have read the material before each class meeting.

Evaluation

A term paper (40 %) and a three hour written examination by the end of the lecture series (60 %). The exam is comprised of topics discussed in class as well as assigned readings throughout the course.

GRA 6508 Multinational financial management

Associate Professor Knut Sagmo, NSM

Objective

The main objective of the course is to deal with financial management in a firm which operates in an international setting. The course therefore has a managerial approach, and general macroeconomic topics are only discussed to the extent that they have direct relevance for management's financial decisions. Financial issues will be discussed to the extent that they alter the firm's decisions because the firm operates in an international, as opposed to a national, environment. Cases and some important articles in the field will be presented by students and discussed in class.

Required reading

Shapiro, A.C., *Multinational Financial Management*, fourth edition, Allyn and Bacon, 1992 (ISBN 0-205-13230-8).

Lessard, D.R. (ed.), *International Financial Management*, second edition, John Wiley & Sons, 1985 (ISBN 0-471-88026-4).

Various articles

Cases

Recommended: DeMaskey, A.J.: *Study Guide to Shapiro Multinational Financial Management*, fourth edition, Allyn and Bacon, 1992 (ISBN 0-205-13234-0)

Course outline

1. The environment of international financial management
 - *Foreign exchange markets and instruments
 - *The international monetary system
 - *Parity conditions and forecasting
2. Foreign exchange risk management
 - *Measuring exposure
 - *Managing exposure
3. Foreign investment analysis
 - *Portfolio investments
 - *Capital budgeting
 - *Cost of capital
4. Financing international operations
 - *International financial markets
 - *Financial instruments

Conduct of the course

The course will consist of lectures as well as student presentations and discussions of the readings and cases assigned to the topics listed above. Students are expected to have read the material before each class meeting

Evaluation

A term paper (40 %) and a three-hour written exam at the end of the course (60 %). Students may use any written material at the exam, but not any PC-tools.

GRA 6601 Economics and Information

Associate Professor Tore Nilssen, NSM

Objectives:

This course aims at (i) providing an introduction to central issues within modern information economics and (ii) showing how this theory may be applied to improve our understanding of the performance of markets such as the credit, insurance, and labour markets, as well as many product markets.

Required Literature:

Rasmusen, E. *Games and Information: An Introduction to Game Theory*, Oxford, Blackwell, 1989, Chapters 1-9.

Assigned Articles

Overview

Game theory
Hidden action - moral hazard
Hidden knowledge - adverse selection
Signalling
Contract design
Markets with missing information among the producers
Markets with missing information among the consumers

Computer Tools

None

Conduct of class

Lectures over 30 hours in the fall quarter.

Examination

Three hour written examination at the conclusion of the fall quarter. The examination is based on the required text and lectures. No study aids allowed.

GRA 6602 Advanced Macroeconomics

Professor Knut Anton Mork and Assistant Professor Øystein Thøgersen, NSM

Ojectives:

Business cycles and long-term economic growth are central issues in modern macroeconomics. This course provides an overview of leading theories seeking to explain business-cycle movements and growth in market economies. Controversies among competing schools of thought, such as the Keynesian and classical approaches to business-cycle analysis, will be discussed. Recent theories of endogenous growth, with increasing returns, endogeneous research and development, and positive externalities of the accumulation of knowledge are compared to the neoclassical model with exogenous technical change. Dynamic models, derived from optimizing behavior, serve as vehicles for the analysis.

Required Literature:

Blanchard, O.J. and S. Fischer, *Lectures on Macroeconomics*, MIT Press, Boston, MA, 1989.

Assigned articles and materials given out in connection with the lectures.

Blanchard and Fischer's textbook is relatively demanding. After consultation with the instructor, portions of the book may be replaced with other literature.

Overview

Dynamic economic models
Real business cycle theory
Imperfections, rigidities, business cycles
Labor markets and persistent unemployment
Neoclassical growth theory
Models of endogenous growth

Computer Tools

None

Conduct of class

The course is conducted primarily with lectures over selected topics in the fall quarter.

Examination

A three-hour written examination at the conclusion of the fall quarter based primarily on lectures and required readings. No study aids allowed.

GRA 6603 Industrial Organization

Professor Jon Vislie, University of Oslo

Objectives:

The course aims at providing some understanding of market behavior and market equilibria under imperfect competition, by using non-cooperative game theory.

Required Literature:

Tirole, J.: *The Theory of Industrial Organization*, MIT Press, Boston, MA, 1988, selected sections of Part II.

Assigned Articles

Overview

Price competition
Quantity competition
Dynamic games

Computer Tools

None

Conduct of class

The course is conducted primarily with lectures on selected topics over 30 hours during the winter quarter.

Examination

A three-hour written examination at the conclusion of the winter quarter based primarily on lectures and required readings. No study aids allowed.

GRA 6604 Applied Macroeconomics

Professor Knut Anton Mork and Assistant Professor Øystein Thøgersen, NSM

Objectives:

The primary objective of this course is to sensitize the students to current business-cycle events in the international economy and decisions. Current issues in economic policy in important countries will be discussed as well, with special focus on the development. The way economic indicators are reported in the media and government statistics, and what to look for in such reports, will be given particular emphasis. The theoretical basis of the course is the macroeconomic theory covered in Macro I, Macro II, and Macro III: Advanced Macroeconomics.

Required Literature:

Selected portions of Blanchard, O.J. and S. Fischer, *Lectures on Macroeconomics*, MIT Press, Boston, MA, 1989.

Mork, K.A., *Macroeconomics for Managers*, Wadsworth, 1992, Parts III and IV.

Assigned articles and materials given out in connection with the lectures.

Weekly statistical report.

International press materials.

The article material is central to the course because it gives results of recent empirical work.

Overview

Macroeconomic theory and economic indicators in managerial decision making

Key indicators of the leading industrial economies

Economic indicators in the Norwegian economy

Current outlook for the leading industrial nations and the world economy

Current outlook for the Norwegian economy

Current issues in economic policy, such as

*Tradeoffs in monetary policy between real activity and price-level stability

*Fiscal policy, government deficits, and the use of oil revenues

*Policies against persistent unemployment

*Productivity and growth policies

*International economic integration

Computer Tools

Standard programs for statistical analysis (for example MINITAB or SAS) and spreadsheets will be used to some degree in the class. It will be possible for the students to use computer software in connection with the course's projects if they wish to and find that it is useful.

Conduct of class

This course will be organized as a combination of lectures, student presentations, and class discussion. The choice of topics will depend on instructor and student preferences and the current economic situation.

Examination

There will be written exercises throughout the course as well as a term project to be presented at the end of the term. The exercises will be applied, and the project must be on an applied topic. Lectures, assigned readings, and current events form the basis for the term project as well as the exercises.

GRA 6605 Public Economics II

Professor Vidar Christiansen, NSM

Objectives:

The course is a continuation of Public Economics I in the first division. The aim is to give a specialization in modern economic analysis of tax policies, government transfers, price setting and resource use in the public sector in a mixed economy.

Required Literature:

Atkinson A.B. and Stiglitz J.E., *Lectures on Public Economics*, McGraw-Hill, London, 1980, Selected Parts.

Overview

Normative tax theory
Price setting in public enterprises
Public transfers
Public resource use financed by distortionary taxes
Bureaucratic behavior

Computer Tools

None

Conduct of class

The course is conducted primarily with lectures over selected topics during the winter quarter.

Examination

A three-hour written examination at the conclusion of the winter quarter based primarily on lectures and required readings. No study aids allowed.

GRA 6606 Regulation and Control

Associate Professor Tore Nilssen and Professor Jon Vislie, NSM

Objectives

In this course, we study various forms of public regulation of private enterprises, as well as contract design within firms, in situations characterised by an asymmetry of information.

Required Literature

Besanko, D. and Sappington, D.E.M., *Designing Regulatory Policy With Limited Information*, Harwood Academic Publishers, New York, 1987.

Tirole, J., *The Theory of Industrial Organization*, MIT Press, Boston, MA, 1989, Selected Sections of Part I.
Assigned articles

Overview

Price discrimination

Vertical integration and producer-dealer relationships

Public regulation - the relationship between the regulating authorities and the regulated firm

Corporate control - the relationship between owners and managers and between management and employees

Computer Tools

None

Conduct of class

The course is conducted primarily with lectures over selected topics during the spring quarter.

Examination

A three-hour written examination at the conclusion of winter quarter based on primarily on lectures and required readings. No study aids allowed.

GRA 6607 Money and Growth

Professor Arne Jon Isachsen, NSM

Objectives

The course gives an introduction to modern theories of money and growth. It builds upon the course "Macro III-Advanced Macroeconomics".

Required Literature

Selected topics of Blanchard, O.J. and S. Fischer, *Lectures on Macroeconomics*, MIT Press, Boston, MA, 1989.

Articles from, *Handbook of Monetary Economics*, edited by B.M Friedman and F.H. Hahn, North Holland, 1990.

Assigned articles and materials given out in connection with the lectures.

Overview

Money in general equilibrium

Money, inflation and growth

Exchange rate policy

Term structure of interest rate

Growth and human capital

Economic growth and economies of scale

The optimal quantity of money

Asymmetric information and credit rationing

Computer Tools

None

Conduct of class

The course is conducted primarily with lectures over selected topics.

Examination

A three-hour written examination at the conclusion of the spring quarter based primarily on lectures and required readings. No study aids allowed.

GRA 6608 International Economics

Professor Arne Jon Isachsen, NSM

Objectives

The course gives an overview of various theories explaining international trade. The impact of international trade on economic growth and income distribution are discussed. The effects of tariffs, quotas etc. are also discussed. Also, the workings of the international monetary system is discussed. Finally, the transition from a planned economy to a market economy in Central and Eastern Europe is on the agenda.

Required Literature

Ethier, W.I., *Modern International Economics* (second edition), Norton, New York, 1988. (Or later editions.)

Articles and material handed out in the lectures.

Overview

Microeconomic foundations for trade theory
Comparative advantage
Trade and income distribution
Trade policy
Trade and growth
The foreign exchange market
The international monetary system, EMS and EMU
Transition from plan to market

Computer Tools

None

Conduct of class

The course is conducted primarily with lectures over selected topics.

Examination

A three-hour written examination at the conclusion of spring quarter based primarily on lectures and required readings. No study aids allowed.

Common Core Course

GRA 6004 Political Science

Adjunct Professor Jan-Erik Lane, Norwegian School of Management

With the objective to introduce the new political economy, or the study of the interaction between politics and economics, this course focuses on how political factors and economic conditions jointly shape the fate of today's industrial and democratic nations. There will be discussion involving economic factors that have an impact on public policies and election outcomes. Further discussion will be held about the affects of politics on public productivity in relation to the choice of economic system and growth rates in the economy.

Required Literature:

Whiteley, P.: *"Political Control of the Macroeconomy"*. London: SAGE, 1986.

Lane, J.E.; Ersson, S.: *"Comparative Political Economy"*. London: Pinther Publishers, 1990.

Lane, J.E.: *"The Public Sector: Concepts, Models and Approches"*. London: Sage, 1993.

GRA 6003 Management Science

Professor F. E. Wenstøp, Norwegian School of Management

With the objective to achieve operational knowledge of the scientific methodology of the management oriented decision making process, this course surveys the principles and methods related to the application of various scientific methods to management decision. This includes a survey of quantitative methods and techniques. We will discuss some of the most recent theories of goal identification and formulation. How to identify essential information and determine a method for decision analysis will be addressed while the process of decision making remains the central theme. Certain specific methods will be singled out for in-depth treatment.

Required Literature:

Goodwin, P.; Wright, G.: *Decision Analysis for Management Judgement*. Chichester: John Wiley and Sons, 1991.

GRA 6001 Economic 1/ GRA 6007 Economic 2

Professor Jon Vislie, Professor Arne Jon Isachsen and Professor Knut Anton Mork

Objective

The main purpose of the course is to present the basic topics in economics, such as macroeconomics (closed and open economics), microeconomics (the theory of the firm, consumer behaviour, price theory, imperfect competition, welfare economics), public economics (tax policy, public intervention in market economics), international economics (trade among nations; the theory of comparative advantage) and some elementary game theory. There is a requirement that the students have some insight in elementary economics before attending the course, since only the main lines will be taught in the lectures.

Required Literature

Mankiw, N. Gregory: *Macroeconomics*. Worth Publishers, New York, 1992. ISBN 0-87901-502-0

Varian, H. R.: *Intermediate Microeconomics*. 2nd ed. New York: Norton, 1990

Stiglitz, J. E.: *The Economics of the Public Sector*. 2nd ed. New York: Norton, 1988. Ethier, W. J.: *Modern International Economics*. 2nd ed. New York: Norton, 1988.

GRA 6002 Organizational Science

Associate Professor Øivind Revang

Objective:

This course provides a framework for mapping the field of organization theory through recognition and understanding of the range of perspectives and the different levels of analysis at which organization theory has been developed. It provides a managerial perspective on organization and leadership as a fundament for the further specialization in the management program.

Contents:

The focus of organizational theory has undergone a fundamental shift during the last 15 years. This shift has two main dimensions. 1) While organizations were viewed as an arena where individuals should develop their competence, they are now regarded as entities that shall satisfy the need of the customers. 2) While human beings themselves were the main subject of studies, the macro perspective where organizations are the unit of analysis now get more attention.

This course emphasizes the macro level. It pays attention to different assumptions about the nature of organizations and main variables that leaders have to handle in relating their organization to external possibilities and threats.

Literature:

W. Richard Scott: "Organizations Rational, Natural, and Open Systems", third edition, Englewood-Cliffs N.J., Prentice Hall, 1992

Gary Dessler: "Organization Theory: Integrating Structure and Behavior.", second edition, Englewood-Cliffs, N.J., Prentice-Hall, 1986

A set of articles

Examination:

The course ends with a 72 hour home examination and all students shall during the course weeks 2 - 9/10 have presented article in the classroom. The work with articles can be done in groups of 2-3 students. Each presentation shall distribute a summary of max 2 pages to the class.

The summary shall cover the following topics:

- the purpose of the article
- the perspective, the problems, the premisses etc.
- the main concepts and variables used
- methods
- main conclusions
- your thoughts about the usability of the results presented in the article.
- Scotts book presents organizations as rational, natural and open systems. This can be said to represent two dimensions: one a basic view on organizations as open (or closed) systems and two a view on assumptions for development and change (rational or natural).

Each presentation shall end up in an attempt to classify the article they presents according to Scotts framework.