

# **Student handbook**

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***Management Programmes***  
***Master of Management***

98/99



# Chapter 1 - The Norwegian School of Management

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## Vision

The Norwegian School of Management is to be one of the most recognised academic commercial colleges in Europe and an attractive workplace for leading specialists in the fields of economics, marketing and management and technology management.

The Norwegian School of Management is to be the foremost communicator of knowledge and competence to trade and industry and the public sector and is to be the most attractive partner for leading groups and small companies as well as for public departments throughout Norway. The Norwegian School of Management is to attract motivated students and offer them the opportunity to develop their knowledge in an exciting and relevant manner. The knowledge acquired at the Norwegian School of Management is to provide graduates with good, widespread opportunities on the labour market.

The Norwegian School of Management is to inspire all its employees to take a creative initiative to improve and develop the School and its role in society. The Norwegian School of Management is to have a strong international orientation in its activities and is to base its activities on an ethically rooted set of values.

## Towards the New Millennium

In the last 10 years, the Norwegian School of Management has become a significant player in the training, education and research sector in Norway and currently makes an important contribution to society by developing and communicating knowledge.

More than 90,000 Norwegians have studied and trained at the Norwegian School of Management. The School offers courses in several important social sectors in Norway such as estate agency, tourism and banking and financial services. In developing the strategy for the Norwegian School of Management towards the year 2000, particular importance has been attached to maintaining and reinforcing the School's contribution to society in the years to come.

## The Norwegian School of Management – an Academic College

Since its establishment in 1943, the Norwegian School of Management has grown into one of Norway's largest academic training and education institutions and had around 16,600 students at the year-end 1997/98. The Norwegian School of Management has Norway's most extensive academic environment in the fields of economics, marketing and administration. As at 30 April 1998, the Norwegian School of Management had 319 specialist employees, of whom 213 were in academic positions. In addition, around 600 lecturers are taken from trade and industry and public administration for permanent teaching assignments. The Norwegian School of Management is a private, independent foundation, which is run on a non-profit basis.

## The Academic Departments

The academic staff is responsible for both the research programmes and the specialist content of the courses, which are held at the Norwegian School of Management. In order to achieve the greatest possible benefit for both the Norwegian School of Management and society, the specialist employees are gathered in a competence environment at the Norwegian School of Management in Sandvika. The competence is communicated through the Norwegian School of Management's nationwide network of Regional Business Colleges. This means that all the courses at the Norwegian School of Management are based on research-based knowledge. The Schools academic staff also develops all new study programmes at the Norwegian School of Management.

**DEPARTEMENTS** - The Norwegian School of Management's academic staff are organised in 12 departments:

Name of the Department:	Head of Department:
Financial Economics	Pål E. Korsvoll
Accounting, Auditing and Law	Bror Petter Gulden
Economics	Ingunn Myrteveit
Knowledge Management	Johan Olaisen
Technology Management	Erling S. Andersen
Public Governance	Johan From
Strategy	Øystein Fjellstad
Innovation and Economic Organisation	Rolv Petter Amdam
Intercultural Communication	Maria Isaksson-Wikberg
Market Communication	Elisabeth Falck
Market Oriented Management	Inge Jan Henjesand
Logistics and Marketing	Dag Bjørndalen

## The Norwegian School of Management in Sandvika

offers MBA, MSc and doctoral programmes in addition to Master of Business and Economics and Registered Auditor Programme. The Norwegian School of Management is located in Sandvika outside Oslo, where the academic employees of the Norwegian School of Management also work. The Main Library of the Norwegian School of Management and Norwegian School of Management's Student Union (BS) are also located here.

## Norwegian School of Management, Executive School

offers supplementary and further training and education at a high level through internal competence-enhancing programmes for companies and public administrations, Management Programmes courses and the Master of Management study. The teaching staffs are taken from the academic staff of the departments who, by means of research, teaching and consultancy work, integrate the development of knowledge and the communication of knowledge. The Norwegian School of Management, Executive School also has the operating responsibility for running BI Partners, which is the partner network of the Norwegian School of Management with trade and industry and the public sector.

## **The Norwegian School of Management Regional Business Colleges**

is a nation-wide teaching network with 14 teaching establishments throughout Norway in addition to distance education. The flexible structure means that the students can do their courses over a shorter or longer time and they can also build on their training or education at the Norwegian School of Management right up to a Master's degree or doctorate. The courses of study range from basic courses in business administration to the three-year diploma in economics course. In addition, there are sector-oriented courses lasting several years in the fields of banking and financial services, tourism management and estate agency. Some of the colleges also offer one to three-year niche courses in marketing and market communication. There are also a number of courses and training programmes in the field of supplementary and further training and education. A new course offered for the supplementary and further training and education market is the diploma in management course. Flexible solutions for including previous higher education can lead to the title BI Diploma in Management. The Norwegian School of Management has developed and teaches a range of courses that meet the requirements of the authorities for approval of graduates as accountants. Norwegian School of Management's Student Union (BS) can also be found at the Regional Business Colleges.

## **The Norwegian School of Marketing**

offers courses which take their inspiration from both the traditional economic and administrative subjects and from social science disciplines. The Norwegian School of Marketing is the only educational institution in Norway to offer a Bachelor Programme in Marketing. In addition, the School offers a Bachelor's programme in International Marketing. This is internationally oriented and the last three semesters of the 3 ½-year course are spent abroad. Moreover, the Norwegian School of Marketing offers courses of up to three years in duration in marketing, internationalisation and management, market communication and information and social contact. Norwegian School of Marketing Student Union (MØSS) is also located at the Norwegian School of Marketing.

## **The Norwegian School of Management, Financial Services Studies**

offers sector-oriented courses in banking and financial services subjects at basic course level and on up to the title Bachelor of Business Administration Program in Banking. The courses are organised for part-time study with distance education. In order to ensure that the courses offered are always totally relevant for the banks, a Council for Banking Studies has been set up at the Norwegian School of Management, Financial Services Studies. The Council offers advice in specialist issues regarding banking studies and the majority of its members are from the banking industry. The Norwegian School of Management, Financial Services Studies is located in Sandvika outside Oslo.

## **The Norwegian School of Management, Distance Education**

offers parts of the courses offered by the Regional Business Colleges; the basic course in business administration, the basic course in market economics, parts of the basic course in marketing and internationalisation and the Associate Degree in Business Administration as well as programmes in management and internal corporate programmes. The teaching is a modern form of self-tuition in which the students have contact with one another and with lecturers via the Internet. In addition, meetings are arranged at which the participants hear lectures and participate in group work. This form of study is used by individual students, trade and industry and public departments.

## **The Norwegian School of Management's Partners**

Via various networks, many of Norway's most important industrial, commercial and service-providing companies are linked to the Norwegian School of Management in binding co-operation. Together with the University of Oslo, the Norwegian School of Management has also established a partnership with eight public departments.

The networks have been established to achieve mutually enriching, long-term co-operation in lifelong learning, research and development. The partners benefit from the competence which the Norwegian School of Management's specialist environment represents and the Norwegian School of Management's academic staff come into close contact with the challenges with which trade and industry and public administration are faced. This exchange of knowledge, experience and competence contributes to increased competitiveness for all parties.

It all started with the Norwegian School of Management establishing a unique partnership with some of Norway's largest groups through BI Partners in 1992. Today, this and several other networks have grown to include 86 companies and departments. In addition, several of the Regional Business Colleges have established specialist councils in which important persons in regional trade and industry and public administration participate.

## **International Partners**

The Norwegian School of Management co-operates with a number of recognised universities in North and South America, Europe, Australia and Asia. The agreements cover, among other things, student exchanges and research co-operation. The Norwegian School of Management also participates actively in the EU's training programme Socrates and AMSEC, a network of European commercial colleges, as well as Nordplus, which includes many colleges and universities in the Nordic countries. The MSc and MBA courses are taught in English and have students from more than 25 countries.

## Key Figures

<b>Students as at 15 January 1998</b>	16.627
Full-time students	7.890
Part-time students	8.737

### Number of students per college:

The Norwegian School of Management, Sandvika	1 709
Norwegian School of Management, Executive School	1 803
Regional Colleges	8 061
Financial Services Studies	1 745
Norwegian School of Marketing	2 337
Distance Education	1363

<b>Employees as at 30.04.98</b>	653
Total number of specialist employees	319
Total number of employees in academic positions	213
Total number of professors	53

### Finances

Total revenue in 1997:	NOK 540 million
Research revenue in 1997:	NOK 36 million
State support in 1997:	NOK 76.9 million

## The Norwegian School of Management's Governing Bodies as at 30.04.98

**THE NORWEGIAN SCHOOL OF MANAGEMENT'S BOARD OF GOVERNORS** is the Norwegian School of Management's supreme decision-making body.

#### External members

Tom Veierød, Kommunenes Sentralforbund (manager)  
 Leif Frode Onarheim, NHO (Deputy manager)  
 Anne-Lise Bakken, Vision International  
 Ragnhild Sohlberg, Norsk Hydro

#### Internal members

Kjell A. Eliassen, (Academic representative)  
 Bente Løwendahl, (Academic representative)  
 Helle R. Simensen, (Administrative representative)  
 Halvard Lunde, (Student representative)

#### Deputy representatives

Hermann Kopp, (1<sup>st</sup> Academic representative)  
 Heidi Høivik, (2<sup>nd</sup> Academic representative)

#### Observers

Gyrid Garshol, (Administrative representative)  
 Hogne Fevang, (Student representative)

**THE CONTROL COMMITTEE** follows up the work of the Board of Governors and ensures that this work is in line with Acts and rules and the Norwegian School of Management's own regulations.

Åge Danielsen, Managing Director Rikshospitalet  
 Erik Engebretsen, Managing Director Adelsten  
 Hans Stenberg-Nilsen, Lawyer

**THE SENATE** is responsible for the Norwegian School of Management's specialist development, including approval of curricula and the employment of academic staff.

Rektor Torger Reve (President)  
 Prorektor Jan Grund (Deputy Manager)  
 Professor Pål Korsvold, (Departement I)  
 Professor Erling S. Andersen, (Departement II)  
 Professor Rolv Petter S. Amdam, (Departement III)  
 Førsteam. Carl Arthur Solberg, (Departement IV)  
 Professor Fred Selnes, (Dean Norwegian School of Marketing)  
 Rektor Kristian Bogen, (Business College's representative)

Ken Friedman, (Academic representative)  
 Eirill Bø, (Academic representative)  
 Øystein Fjeldstad, (Academic representative)  
 John Chr. Langli, (Academic representative)  
 Kari-Mette Mørdre, (Administrative representative)  
 Kaare-Dag Vestre, (Administrative representative)  
 Dag Friis-Baastad, (Student representative, BS)  
 Frøya Meling, (Student representative, BS)  
 Øyvind Sundve, (Student representative, MØSS)

### MANAGEMENT

Presiden Torger Reve  
 Provost Jan Grund  
 Executive Vice President Michael Tetzschner  
 Vice President Olav Digernes, Graduate School  
 Vice President Jens Petter Tøndel, Regional Business Colleges and Norwegian School of Marketing  
 Vice President Bjørn E. Hviding, Norwegian School of Management, Executive School

## **SENATE EXECUTIVE COMMITTEE AND THE MANAGEMENT**

Presiden Torger Reve

Provost Jan Grund

Executive Vice President Michael Tetzschner

Vice President Olav Digernes, Graduate School

Vice President Jens Petter Tøndel, Regional Business Colleges and Norwegian School of Marketing

Vice President Bjørn E. Hviding, Norwegian School of Management, Executive School

Information Director Arne Bjerke, Norwegian School of Management

President's adviser, associate professor Knut Haanæs

Head of departement professor Pål Korsvold, (Departement I)

Head of departement professor Erling S. Andersen, (Departement II)

Head of departement professor Rolv Petter S. Amdam, (Departement III)

Head of departement associate professor Carl Arthur Solberg, (Departement IV)

Dean professor Fred Selnes, Norwegian School of Management

Research Co-ordinator Tore Abrahamsen

# Chapter 2 - Welcome to the Norwegian School of Management, Executive School

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We live in a society that is changing rapidly. We can see that knowledge becomes obsolete and must be renewed on a continuous basis. This means that we must continuously acquire new knowledge to remain up to date. However, most of us find it very difficult to interrupt a professional career to become a full-time student. Therefore, at the Norwegian School of Management, Executive School we are pleased to be able to offer the Master of Management study and the underlying Management Programmes. This study concept has been specially developed for those who want to combine higher education with full-time work.

In addition to the flexible ways of taking the course, it is a fact that changing between theory and practice increases the learning effect. At the same time, it is possible to create useful networks in an adult student environment with participants from different sectors and organisations.

The Norwegian School of Management offered the first Management Programmes in 1992. In April 1995, the first batch of Master of Management students graduated. Interest in the course has risen from year to year, which will be very significant in increasing knowledge of the Master of Management degree. We currently have approximately 2,000 part-time students on the Management Programmes and studying for their Master of Management degree in Norway. In addition, the Norwegian School of Management offers a Master of Management course in Shanghai.

The Norwegian School of Management, Executive School is located in the venerable premises, which used to be Oslo College of Maritime Studies. The building was built in 1917 and has a long tradition of education. In addition to the fantastic view, the building is known for its distinctive interior frescoes painted by Per Krogh.

We think that the historical traditions and the location of the building offer the right basis for executive education. In most circumstances, management involves being able to take a holistic view and see connections, stimulated by creativity, openness and new perspectives. We hope that this year of study will give you the inspiration to be found in seeking knowledge and acquiring new learning and also in sensing the fjord and the city below us.

We welcome you and wish you every success as a student at the Norwegian School of Management, Executive School.

With best wishes   `

Anne Solvang Hoff

Director of Studies, Master of Management / Management Programmes

# Administrative Information

This chapter deals with various pieces of information of a practical and administrative nature. In addition to the information in this chapter, it is necessary for students to study the relevant Management Programme description(s) and the applicable rules of the Norwegian School of Management which are stated in a separate chapter in the Study Manual.

## Ekeberg as a Place of Study

The Norwegian School of Management, Executive School is located at Karlsborgveien 4, Ekeberg, known to many as the Oslo College of Maritime Studies. The Centre is located on Ekebergåsen (Ekeberg Ridge) and has a view over the city and inner Oslo Fjord. The building has long traditions as an educational establishment and was built in 1917 for Oslo College of Maritime Studies. In 1990 the building underwent extensive conversion work to make it a modern study centre with group rooms and auditoriums which can hold up to 300 people.

## How to get to the Norwegian School of Management, Executive School

### Tram

From the central railway station trams no. 18 and 19 (stopping opposite Oslo City) to Ljabru/Holtet leave 8 times an hour. Get off at the "Sjømannskolen" ("The Seaman's School"). Journey time is 10 minutes.

### By car

As a general rule, follow the signs to Nordstrand if you are coming from the West or East. If you take the road over Ekebergsletta or from the North through the Ekeberg Tunnel, follow the signs to Ekeberg.

### Parking

The NSM Executive School has around 70 parking spaces available for students. The parking lot is signposted (NB! don't go through the barrier). Space is limited and we therefore strongly recommend using public transport. Parking outside of the designated area, e.g. along the road next to the parking lot is not permitted and cars will be towed away without warning by the Traffic Police!

### Accommodation for participants from out of town

To obtain reduced prices on hotel accommodation, please call Bennett Reisebureau, Høvik, on telephone **+47 67 11 39 10 or fax +47 67 11 39 99** quoting customer code **BI Ekeberg**. They will also be able to offer you a hotel and flight package deal, where the ticket will be charged to your credit card and the hotel bill will be payable on arrival. Please note that any cancellations should also be made through Bennet if the booking has been made through them.

## The Service Centre

Our new Service Centre is on the 1<sup>st</sup> floor and is staffed by conference hosts.

### Literature

For Management Programmes where prescribed reading includes one or more compendia / article collections, these will be available on sale in the Service Centre. An order list for prescribed literature is sent out to participants together with the offer of a place on the course, but is also available from the Service

### PC workstations

PCs are available for use by students in the Service Centre and provide access to the Internet, the NSM Main Library in Sandvika (BIBSYS) and may also be used for printing out documents (MS Office).

### Messages for participants

Messages for students can be left on telephone no. +47 22 57 62 00 or faxed to +47 22 57 62 80. Messages will be pinned up on the notice board outside the Service Centre. If you wish to send a fax, please enquire at the reception.

**NB!** Please ask the sender to label the coversheet with your name and the programme you are attending.

### Student's card

Students attending one Management Programme (10 credits) per year, are counted as part-time students and a student card will therefore not entitle you to any travel discount. If you need a student card, please contact the Service Centre. You will need to bring proof of ID and a photograph. The student card is only valid with a term card proving that the holder has paid his/her tuition fees.

### Copying

For small quantities of photocopying, please enquire at the reception

### Ordering a taxi

Taxis from the NSM Executive School can be booked in the Service Centre. The number of the nearest taxi rank is 22 28 41 69 (Holtet), and the main office number is 22 38 80 90.

### Coffee and newspapers

Students may help themselves to coffee and tea from the Service Centre. Daily newspapers and current magazines are also available to read in the Service Centre.

## Practical Information on the Place of Study

### Telephone

The cardphones are situated on the 1<sup>st</sup> floor near the lift and in the corridor by the main stairs on the 2<sup>nd</sup> and 4<sup>th</sup> floors. Phonecards are on sale in the Service Centre.

### Overview of auditoriums

A schedule indicating which auditoria the individual programs will be held in is situated on the 1<sup>st</sup> floor by the main stairs.

### Lifts

The lift is situated on the 1<sup>st</sup> floor by the canteen.

### Cloakrooms

There is an unserviced cloakroom through the main entrance to the left on the ground floor.

### Canteen

Participants are invited to help themselves to the free lunch buffet, including tea and coffee, in the canteen. The canteen also sells newspapers, chocolate, sandwiches, mineral water, etc. during the following opening hours

weekdays	8.30am – 4pm
Saturdays	8.30am – 2pm

### Opening hours

The building is open:	weekdays	8am – 8pm, the Service Centre is attended until 5pm
	Saturdays	8am – 5pm, the Service Centre is attended until 3pm

## Change of Name/Address

The Master of Management course is a part-time course and all administrative information such as timetables, notification regarding registration for examinations, etc. is provided by letter to each student. Students are obliged to give notification of any change of address to ensure that this information is provided in due time. NB! Always give your registration number when contacting the Norwegian School of Management. In the event of a change of name, a name poll must be attached.

## Guidance to Students

The Student Handbook provides students with information in connection with the implementation of the curriculum in general and each Management Programme in particular. If you wish to discuss the curriculum, further education, etc., the Norwegian School of Management has student counsellors at the individual places of study.

### Information on the individual Management Programmes

The main catalogue and the information folders on the individual Management Programmes are available in the Service Centre (on a separate shelf). You can also order the main brochure, application form and information folders to be sent directly by fax on our automatic order line on 815 44060 and our Internet pages at <http://www.bi.no/bilu>. The Internet pages also have updated information on other matters of relevance to the Norwegian School of Management, Executive School.

## Course Fees

Students must pay the course fees for ordinary number of semesters for the course. Expenses for books, other teaching materials and any study trips, etc. must also be paid. See also the Study Regulations.

### Course Fees for the Master of Management Course and the Management Programmes

The course fee for one Management Program (10 credits) for the 98/99 academic year is divided into four price categories.

#### Price category 1

Management Programme with all course modules in Norway  
NOK 36,000.00 including examination fees (NOK 18,000.00 per semester)

#### Price category 2

Management Programme with at least one compulsory course module abroad  
NOK 38,500.00 including examination fees (NOK 19,250.00 per semester)

#### Price category 3

Management Programmes in Consultancy and Business Process Management  
NOK 46,000.00 including examination fees (NOK 23,000.00 per semester)

#### Price category 4

Concluding Programme Leadership Navigation  
NOK 48,000.00 including examination fees (NOK 24,000.00 per semester)

Invoices are issued and sent automatically by the Norwegian School of Management twice; at the start of the course and after New Year.

The course fee includes the ordinary examination (written examination and project). Students will be charged a retake fee for any retake, which is taken when the next ordinary examination is held.

The full course fee is charged if a student wishes to take an examination more than two years after the ordinary examination.



## State Educational Loan Fund

The course is officially approved and students may receive support/a loan from the State Educational Loan Fund. Contact the State Educational Loan Fund in your district for further information on the conditions for support. An application form is available from the Service Centre.

## Literature

The literature required for the Programme is stated in the information folder of the Programme. The literature will be available mainly by purchase from the Norwegian School of Management's partner bookshops. Moreover, in some cases, the Service Centre's reception (for out-of-town courses; the place of study) will sell compendia and special publications, and in other cases relevant literature will be handed out at the meetings.

## Partner Bookshops

At the start of each Programme, our partner bookshops prepare a literature order list for each Programme. These lists are based on the Programme descriptions and contain the available compulsory and recommended literature stated in the descriptions. The reading list can be used as an order list by anyone who might so wish (see also guidance on the reading list). The partner bookshops are responsible for having the available set literature and recommended literature for the Norwegian School of Management's various study programmes, courses and introductory courses.

### Oslo

Juul Møller Bøker A/S, Nedre Slottsgate 11, N-0157 Oslo. Telephone +47 22 40 40 40 / 22 40 40 70, fax +47 22 40 40 50.

### Bergen

Melvær A/S, Galleriet, Torgalmenningen 8, N-5014 Bergen. Telephone +47 55 96 28 10 / 55 96 28 13, fax +47 55 32 89 50.

### Stavanger

Berge Libris, Prostebakken 3, N-4000 Stavanger. Telephone +47 51 89 52 50, fax +47 51 89 52 52.

### Trondheim

Walseth Interbok A/S, Sverresgt. 10 b, N-7013 Trondheim. Telephone +47 73 53 12 60, fax +47 73 50 96 25

Branch: The Norwegian School of Management - BI Trondheim. Telephone and fax +47 72 88 77 05

### Kristiansund

Bokea Libris, Industrivn. 17, N-6500 Kristiansund. Telephone +47 71 58 44 80, fax +47 71 58 44 81

## Library Services

As a student at the Norwegian School of Management, Executive School you have access to the Norwegian School of Management's libraries. All set literature is available at the Norwegian School of Management's main library in Sandvika. In the Oslo area, we have libraries at the Norwegian School of Management in Sandvika and at the Norwegian School of Marketing in Schous plass. We also have agreements for borrowing books from many local libraries and company libraries.

All the Norwegian School of Management's Regional Business Colleges are linked to BIBSYS. BIBSYS is a joint library system for the scientific and academic university and college libraries in Norway. The system gives an overview of books, reports and periodicals. Many local libraries are also linked to this service.

There is no library at Ekeberg, but students on the Management Programmes at Ekeberg can use the PCs in the Service Centre to search for and order literature for delivery to the Norwegian School of Management, Executive School the next day. Each of the Norwegian School of Management Regional Business Colleges has its own BIBSYS terminal which is available for students' own searches and literature can be ordered via the local library with which the College has an agreement. Most of the Norwegian School of Management Regional Business Colleges have agreements with local libraries for library services to the students of the Colleges. These services also include ordering loans and copies of articles from other libraries.

To borrow books from the collections of the library of the Norwegian School of Management you need a borrowing card. When you borrow books for the first time, you have to fill in a form to obtain a borrowing card. The form can be obtained from the Service Centre. The card application is processed at the Norwegian School of Management's main library in Sandvika and you will be sent your borrowing card together with the book you order. You will be allocated a borrowing number. Your borrowing card can be used both in Sandvika and at Schous Plass. When you order a book for the first time, you must do so manually, i.e. not via BIBSYS (see below). However, you can use BIBSYS as a search tool. When you order books, they will be sent to the Norwegian School of Management, Executive School in Ekeberg on the day after you ordered them. Only books that are in the Norwegian School of Management's main library when you order them can be delivered on the next day.

The library in Sandvika is open:	Monday to Friday	09am – 07pm
	Saturday	11am – 04pm

Reduced opening hours during public holidays and in the summer.

## Important Information on Examinations

### Academic Calendar

#### Autumn semester 1998

Month	Week	Date	Activity
September	38	14.	First ordinary week of teaching
November	40		Information on retakes sent out
December	51		Last ordinary week of teaching
December	52-53	24.12-01.01	Christmas holiday

#### Spring semester 1999

January	01	06	First ordinary week of teaching
February	06		Letters with examination information sent out
March	10	12	Deadline for changing place/time of examination and registering for retakes
April	13-14	29.03-05.04	Easter holiday
May	18-25	04.05-21.06	Ordinary examination period
May	21	29	Last week of teaching

#### Results of May/June 1999 examinations

August	32	10	May/June 1999 results – lists of marks sent out
August	34	24	Deadline for requesting reasons for results of May/June 1999 examinations
October	41	15	Certificates issued

### Examination Aids

Any aids permitted during written examinations are stated in the course description for each Programme.

### No Aids Permitted

means that only writing materials are permitted unless otherwise specified in the course description. Candidates who do not have Norwegian as their mother tongue may use a Norwegian thesaurus.

### All Aids Permitted

means that students are permitted to have any written materials such as books, notes, etc. with them. All aids also includes a calculator. Unless otherwise specified, the candidate's calculator must not be programmable but rather of the simplest type, for example a Texas 503/507. If the text on aids clearly permits it, the calculator may be programmable but must not display more than 160 characters of text or figures on the screen/display. It must be battery-powered and not have a printer. The calculator's instructions for use may only be used when all aids are permitted. The calculator must not disturb other students with beeps, etc. PCs, mobile telephones, pagers, etc. are not permitted in the examination room.

## Guidance for Completing and Submitting Home Examinations, Projects and Thesis

- Students must document their ability to apply theory to theoretical or practical problems.
- Students must document their ability to write an assignment, which meets standard academic requirements for form and content.

### Formal Requirements

Work must be submitted fixed in a folder in triplicate unless otherwise specified for the subject. The front page must contain the information stated in the fact sheet for projects. A declaration by the student that the work is his or hers own must be sent with the work. The work must be sent by post (postmarked with the submission date) or submitted to:

Norwegian School of Management, Executive School (Handelshøyskolen BI, Senter for lederutdanning), Karlsborgveien 4, Postboks 9386 Grønland, 0135 Oslo or to one of the Norwegian School of Management's Regional Business Colleges. If acknowledgement of receipt is required, the work must be sent by registered post. Fax and e-mail may not be used. The work must reach the Norwegian School of Management within the stated deadline. Work submitted too late would normally not be marked. Candidates cannot expect to get the work back.

### Requirements for Content

Projects may be completed individually or in groups of up to three. Co-operation between several project groups on work will be regarded as cheating or an attempt to cheat when the work evaluated is covered by § 17 of the Study Rules of the Norwegian School of Management. For example, copying the work of others, sources without references or direct "borrowing" of whole works written earlier will be regarded as cheating at an examination.

Work which is to be treated confidentially must be marked CONFIDENTIAL on the front page of all three copies. If the work is not marked CONFIDENTIAL, the Norwegian School of Management will reserve the right to use it in its teaching and, if necessary, copy the work.

### Requirements for Form

The scope of the project must be as specified for each Programme. In addition, there must be a list of contents and a bibliography. Tables and figures are counted as part of the text. Any supporting material, for example a questionnaire, which is not necessary for the mark, can be attached to the work. A4 format paper and the font size 12 (Times New Roman) must be used.

Recommended layout: line spacing 1 1/2, left margin 3 cm, right margin 1 cm and top and bottom margins 2 cm. The pages must be numbered and the work must have a list of contents (not numbered).

## Use of Citation and References

The general rule of any bibliographic reference is that it must offer the complete information that permits a reader to find the item cited. If the cited item is part of a larger work, the reference must make it possible to locate the exact spot in the larger work where the item appears. The reference must be listed both as an in-text citation and as a reference list entry.

### In-text citation and quotes

The citation in the text of a document refers the reader to the alphabetical reference list at the end. This citation may be made in any of several ways, depending on the nature of the text and the place of the citation within the text. The in-text citation should be placed where the parenthetical reference least disrupts the flow of the writing. This is a matter of judgement. In most cases, the citation is best placed directly after the author's name. In some cases, it will be less obtrusive at the end of the sentence.

### Examples of in-text citations for general references, specific citations and quotes

In the in-text citation the author and year is referred in parentheses by the following rule; "...or simply ignore it (Ottesen and Nyström 1976).", or "...George Jensen's (1989) historical analysis suggests that..."

When a work has two authors, use the surnames of both authors in all citations. Join the two names by the word "and." When a work has 3-6 authors, use the surnames of all authors in the first citation. In subsequent citations, include only the surname of the first author followed by "et al.", such as "...Outraged the voters of North Norway by offering to sell Tromsø back to the Swedes (Djupvik et al. 1995:123)"

Specific passages quoted or cited must be located specifically by page(s). In references to a specific page or pages, page numbers are separated from the year by a colon as for example "In contrasting the pretension of Sir John Falstaff with the arrogance of the Dauphin, Jensen (1989:24-25) states that ...".

When referring from several pages in a book, (e.g. a chapter), though not as a quotation, it should be reflected in the citation; "... in a recent study by Otto Otteson and Harry Nyström concluded that marketing potatoes can, indeed, be an innovative process (1987:49-53)".

When referring to an Internet document, use the same style as in the above examples.

### Bibliographic Reference List Entries

All submissions and thesis are required to have a reference list which contains the citations done in the document. The reference list is placed at the end of the document. The reference list should be arranged in alphabetical order by the author's family name. In the case of two or more authors, alphabetise only the name of the first author. There should be a blank line between entries. Each reference list entry must contain several key parts arranged in a specific order. An entry must have all of this information to be complete. All items in a reference list must be consistent in style to be complete and correct.

### Books

A bibliographic reference for a book must include these items:

Author name. Year of publication. *Title of book*. Place of publication: Name of publisher.

### Examples

Two authors:

Kotler, Philip og Gary Armstrong. 1996. *Principles of marketing*. 7<sup>th</sup> ed. Englewood Cliffs, NJ.: Prentice-Hall.

Three or more authors:

Reve, Torger, Terje Lensberg og Kjell Grønhaug. 1992. *Et konkurransedyktig Norge*. Oslo: Tano.

Editors:

Roos, Göran, Georg von Krogh og Johan Roos, red. 1997. *Strategi som konkurransefortrinn*. Bergen-Sandviken: Fagbokforlaget.

### Chapter in a book

A bibliographic reference for a chapter must include these items:

Author name. Year of publication. "book chapter". In *Title of book*. The book's editor(s). Place of publication: Name of publisher.

### Examples

Amdam, Rolv and Gunnar Yttri. 1998. "The European Productivity Agency, the Norwegian Productivity Institute and Management Education." In *Missionaries and managers: American influences on European management education, 1945 – 1960*. T. R. Gourvish and N. Tiratsoo, eds. Manchester: Manchester University Press.

### Reports in series

A bibliographic reference for a discussion paper or research paper must include the following items:

Author name. Year of publication. *Title of the paper*. Series title and number. Place of publication: Name of publisher.

### Examples

Haanes, Knut, Peter Lorange and Krzysztof Obloj 1997. *Social capital as an early mover advantage: ABB and Fiat Auto in Poland*. Handelshøyskolen BI Discussion paper no. 6. Sandvika: Handelshøyskolen BI.

### Articles in Periodicals

A bibliographic reference for an article must include:

Author name. Year of publication. "Article Title." *Journal title*, volume number, issue number: pages.

## Examples

- Stabell, Charles B. and Øystein D. Fjeldstad. 1998. "Configuring value for competitive advantage: on chains, shops and networks". *Strategic management journal*, 19, 5: 413-437.
- Stewart, Thomas. 1995. "Getting Real About Brainpower." *Fortune*, November 27: 97-99

## Internet documents

Citation rules for internet documents are still under construction / development, but so far they use the basic rules as for printed material. A bibliographic reference for an internet document should contain the following items: Author. Year of publication. *Title*. Place of publication. Publisher. URL: <.....>. Date accessed.

## Example

Hærem, Thorvald and Erling Sigholt. 1995. *IT-anvendelser i bedrifter: Effekter og måleteknikker*. Sandvika: Handelshøyskolen BI. URL:<<http://www.bi.no/dep2/bug/papers/effekt.pdf>>. Date accessed 1998 June 19<sup>th</sup>.

# Examination Plan for the Norwegian School of Management, Executive School for the 1998/99 Academic Year

Please note that, before each examination period, information on the holding of the examinations will be sent to each candidate.

## Guidelines for Retakes

The following guidelines were adopted by the University Council on 13 May 1991:  
Retakes are normally taken at the time of the next ordinary examination in each course.  
Any extraordinary retakes in subsequent semesters can only be arranged in special cases.  
See also the Study Rules of the Norwegian School of Management.

## Registration for Examinations

Automatic registration for an examination

The course fee includes examinations for the Programmes taken in the 1998/99 academic year. Students are automatically registered for examinations in the Programme(s) taken.

If a student wants to change his or her examination plan, he/she must contact his or her place of study before the end of week 40 in the autumn semester and week 10 in the spring semester. This applies whether the student wants to postpone the examination, change the place of examination or register for a retake. Please note that candidates who have not achieved a pass mark will only be contacted in the year after the ordinary examination with a view to them taking a retake.

Any requests for changes after the deadlines cannot be complied with.

## Requirements for Examinations Abroad

Students at the Norwegian School of Management who want to take an examination abroad must pay an administration fee of NOK 500.00 per examination.

For examinations taken abroad, the following applies in particular:

- The examination must be taken at a Norwegian Embassy/Consulate.
- The person responsible for administration must be able to speak and read Norwegian. This requirement is because the person responsible for the examination must be able to check that only permitted aids are being used and that any notes in them are lawful.
- The student must contact the Embassy or Consulate himself or herself to obtain written confirmation of the person who is assuming responsibility for holding the examination. This confirmation is sent to the Examinations Office together with the registration for the examination. Without this confirmation the examination paper will not be sent.
- Even if there is a time difference between Norwegian time and the time abroad, the examination abroad must always be held at the same time as in Norway. If this is not possible, the examination abroad must be held later than in Norway.

## Extra Time for an Examination

Reference is made to the Study Rules of the Norwegian School of Management, § 16.

Extra time:

- For a five-hour examination, 1 additional hour is granted.
- For a four-hour examination, 45 additional minutes are granted.
- For a three-hour examination, 30 additional minutes are granted.

No extended time is granted for home examinations, special assignments or projects.

Foreigners with a poor knowledge of Norwegian are not granted extra time but have the opportunity to submit their work in English (the Examinations Office must be notified). A Norwegian thesaurus is permitted.

A separate form is used for application for extra time for an examination.

## Illness in Connection with an Examination

Students who cannot attend an examination on account of illness may apply to take the subsequent examination if they submit a medical certificate/sick note.

A written application with a medical certificate/sick note is sent to your place of study. The application must clearly state the examination concerned (Study Code and Management Programme), the student's registration number and the study code.

Application deadline:  
For examinations in the autumn semester: 20 January  
For examinations in the spring semester: 01 July

## Results

Examination results are normally available approximately 25 working days after the examination.

### Televoice/list of marks with results

The results will be published continuously using Televoice. Televoice is a speaking computer which you can contact by ringing telephone number +47 67 54 00 00.

Using a touch-tone telephone with a • key, you can enter your registration number and be told all the marks which have been received regardless of the course.

We emphasise that information on results is not given in reply to telephone inquiries to the Norwegian School of Management.

After each examination period, students will automatically receive a list of marks (datapost - a computer printout sent by mail) showing their results. Datapost goes out twice a year.

The list of marks will always show all results obtained in a course, both passed and failed examinations.

Regarding publication of results for December/January examinations and May/June examinations, see the academic calendar.

Students are responsible for checking that the information in the list of marks is correct. If students discover errors or deficiencies in their lists of marks, they must contact the secretariat at their place of study or the Examinations Office at the Norwegian School of Management.

We would note that candidates who attend an examination but withdraw from it will be awarded the mark Failed.

### Reasons for Results and Complaints about Results

The general rules for complaints about results (reasons for results) and remarking are covered by the Study Rules of the Norwegian School of Management, §§ 19 and 20, and the Regulation on giving reasons and making complaints at universities and colleges laid down by the Norwegian Ministry of Church and Education on 19 January 1973 and apply correspondingly.

### Procedure for giving reasons for results for Students at the Norwegian School of Management, Executive School

#### 1. Request for reasons for results

A candidate is entitled to be given an account of how his or her result was arrived at. A written request for reasons for results (separate form) is sent to the Norwegian School of Management, Executive School. The deadline for requesting reasons for results is 2 – two – weeks after publication of the results; see the academic calendar.

The form for requesting reasons for results must be filled in as completely as possible. The demand for reasons for results must be based on grounds of fact and it is particularly important that the student points out the circumstances that indicate that the mark obtained is incorrect. A general request for reasons for results without grounds of fact will be rejected. If the request is accepted, the student will be given a written assessment of his or her examination by the examiner.

#### 2. Reasons for results

The request form is returned to the student dated and signed by the examiner together with written reasons for the results. The content of the reasons for the results may be the object of a complaint.

#### 3. Possible demand for remarking

If, after having received reasons for his or her results, a student wishes an examination to be remarked, he/she must deliver or send the pink copy of the request form to his or her place of study. The deadline for demanding remarking is 1 - one - week after the reasons for the results were sent from the Norwegian School of Management, Executive School. The form must be filled in carefully with the student's data and, in the event of group work, the complaint must be signed by all candidates.

The complaint is considered by a committee set up by the Board of Governors or by a person authorised by the Board of Governors. Students should be aware that remarking may result in a poorer mark than the original one. The new mark is final.

## Certificate

Reference is made to the Study Rules of the Norwegian School of Management, §§ 8 and 21.

### Certificate Issued Automatically

Graduates are automatically issued a certificate when they have completed their course of study provided that they meet the requirements in the above rules.

### New Certificate

If a student loses a certificate, a copy of the archive copy can be obtained from the place of study. A new original certificate can be issued. The graduate must pay an administration fee of NOK 500.00 for this.

The Norwegian School of Management accepts no liability for the correctness of the above information.

## Master of Management Society

Dear future "Master of Management Graduate",

Your hard work towards your study objective is about to begin again. A demanding semester with a reward is in the distance. You may well ask yourself "what happens when I have gained my Master's degree?", a natural question whether your job and career are settled or not.

Experience shows that many will reassess their job and the tasks they perform when they have graduated. The reassessment will take place in the light of newly acquired knowledge and a new Master's degree. It is said that you make your own success, which you have just about proved through this course of study. Success in this context is a relative term, depending on your awareness of your own knowledge and your understanding of the market's perception and valuation of your knowledge.

Regardless of the reason for deciding to study for a Master of Management degree, a high regard for the course will be significant for the recruitment of new students. As one of the most recent batch of graduates with the title "Master of Management", you will also have a certain responsibility for making this title recognised on the market.

With a view to promoting the "Master of Management" title in the public and private sectors and supporting and developing our members' professional and career-related interests, we have created the "Master of Management Society", also known as the "Master of Management Graduate Association". This is a professional body which has an executive committee which, through target-oriented work, will attempt to establish networks and contact networks for members with a view to increasing the well-being and development potential of individual members.

The Master of Management Society aims to organise theme evenings with prominent persons from the private and public sectors. One of the reasons for doing this is to strengthen the ties between education and trade and industry, while we also want to contribute to graduates being updated on the currents and trends which prevail in society as a whole. In order to strengthen contacts between individual members and contribute to the exchange of knowledge, we are now working on an Internet-based communication platform, the "knowledge network", which is to make it possible for graduates to meet without being physically present. The plan is for this platform to be in operation in the autumn of 98. This year's main innovation is that it is now possible for Master of Management graduates to link up with the Norwegian School of Management's "Career and Recruitment Service". The CV base is accessible via the Internet and all you need to do as a graduate is to register here to benefit from the advantages offered by the "Career and Recruitment Service".

Finally, for the record, I would like to mention that all Master of Management graduates automatically become members of the Master of Management Society.

On behalf of the executive committee of the Society, I would like to wish you every success with the conclusion of your studies and welcome you as a member of the Master of Management Society.

Yours faithfully,

Jan Arne Gjerland  
President  
Master of Management Society

# Chapter 3 - Introduction

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The Master of Management degree (MM) builds on previously completed university and college education.

The course consists of optional, independent study units, the Management Programmes. A Master of Management degree is obtained by taking and passing three freely chosen Management Programmes and taking and passing the Compulsory Final Programme, Leadership Navigation, with an average mark better than 3.25.

Each Programme gives 10 credits (Norwegian) so that a complete Master of Management degree gives 40 credits. At the same time, each Management Programme are free standing and functions as an independent study programme that can be seen as a final education and is concluded with separate evaluation and is awarded a separate certificate.

On 9 November 1995, the Master of Management degree was officially approved by the Norwegian Ministry of Church, Education and Research.

Each Management Programme consists of approximately 150 hours of teaching, which is implemented over a year as a series of 5 to 6 course modules. The Programmes are based on lectures, cases and group exercises. Most Programmes are evaluated by means of a project that can be done alone or in a group of up to three persons. In addition, a 5-hour written examination is taken.

Applicants who want to study for the full Master of Management degree must already have a three-year university or college education. Applicants who hold graduate degree from four-year degree-oriented studies are accepted onto the Master of Management course (cf. Study Rules, § 30.3). Applicants must also have a minimum of four years of professional experience. The average age of participants in the Management Programmes is 36 years and on average the students have approximately 12 years of professional experience.

(See also Chapter 4 of the Study Rules)

Approximately 30 Management Programmes in various management subjects are being offered in the 98/99 academic year. New Management Programmes are developed every year in connection with the Norwegian School of Management's academic staff's research and the inquiries we receive from our customers and Partners.

The portfolio is changed to a certain extent from year to year.

The Norwegian School of Management developed the Master of Management concept in 1992. The Norwegian School of Management is the first educational institution to introduce the Master of Management as a supplementary training concept and degree course in Norway. The intention of the course is that it is to be based on an academic platform. At the same time, importance has been attached to designing the course and the implementation structure so that it is as practical as possible and in accordance with the requirements of participants and companies.

The Master of Management is linked to the Norwegian School of Management's range of credit-giving executive education programmes run internally for larger organisations. Employees who have participated in such internal Management Programmes/executive education programmes can continue building up their degree in the open Management Programmes if they qualify for admission.

Organisationally, the Master of Management course is linked to the Norwegian School of Management, Executive School, which is an integral part of the Norwegian School of Management. The Master of Management course has a separate academic director with special responsibility for quality assurance. The Programmes have formal quality assurance through the approval procedures of the Education Committee of the Norwegian School of Management Centre for Executive Education.

# Business Process Management

Study code: MM 13  
Examination codes: MAN 3897 - Project  
MAN 3997 - Written examination  
Faculty responsible: Professor Johan Olaisen  
Professor Jon-Arild Johannessen, Hermes as.  
Department: Knowledge Management  
Credits: 10

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## Objectives of the Programme

The overall objective of the programme is to provide knowledge about business development in the private and public sectors by focussing on working and information processes. This is addressed by means of systematic description and analysis of these processes as a means of improving the results of a company.

What links the five course modules is the constant focus on working and information processes in and between companies, while, in terms of method, we follow a general procedure for the implementation of Business Process Reengineering (BPR) in companies.

A central element of the programme is how the system of relations between supplier, value creation in the company and customers can best be handled to arrive at innovation processes, improved results, improved customer satisfaction and customer loyalty.

The teaching in the programme is implemented in co-operation with the consultancy firm Ernst & Young Management Consulting. This will characterise the teaching in a unique interchange between a theoretical and a practical, utilitarian perspective.

## General view of Subjects

1st course module General information on process management and process organisation  
2nd course module Processes as the starting point for organising companies  
3rd course module Teams as the basis for organising and managing companies  
4th course module Organisational learning  
5th course module Knowledge management

## Compulsory Literature

Beer, Stafford. 1985. *Diagnosing the system for Organization*. Chichester: John Wiley. (Paper 1994)  
Davenport, T.H. 1993. *Process-Innovation*. Boston, Mass.: Harvard Business School Press.  
Drucker, Peter F. 1992. *Post capitalist Society*. London: B. Heinemann. (Paper 1994)  
Fruin, W. Mark. 1997. *Managing intellectual capital at Toshiba*. New York: Oxford University Press.  
Hammer, Michael og James Champy. 1993. *Reengineering the Corporation*. New York: Harper Business.  
Hamel, G. & Prahalad, L.K. 1994. *Competing for the Future*. Boston, Mass.: Harvard Business School Press.  
Katzenbach, J. R. & Smith, D. K. 1992. *The Wisdom of Teams: Creating the High Performance Organization*. Boston, Mass.: Harvard Business School Press. (Paper 1994)  
Nonaka, I. & Takeuchi, H. 1995. *The Knowledge Creating Company*. New York: Oxford University Press.  
Segal, Stanley and Horn, D. 1997. *Human Dynamics: A new frame*. Pergasus communications. + CD-rom: Human Dynamics the ultimate voyage  
Senge, Peter M. 1990. *The Fifth Discipline: the art and practice of the learning organization*. New York: Doubleday. (also published at London: Century Business, 1992.)

## Form of Evaluation

The evaluation consists of two parts:  
5-hour written examination 40 %  
Project 60 %

## Examination Aids

All aids permitted



# Consultancy

Study code:	MM 14
Examination codes:	MAN 5797 - Project MAN 5897 - 72-hour Home Examination
Faculty responsible:	Lecturer Steinar Bjartveit Director Göran Roos, Roos & Partners
Department:	Intercultural Communication
Credits:	10

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## Objectives of the Programme

Consultants are professional advisers on a par with economists, lawyers and architects. They have specialised in various fields and are expected to have expertise and experience in their field. Consultants must procure information, be able to assess and show judgement and initiate new ideas, opinions and points of view.

To be a good consultant, it is important to have a clear understanding of various possibilities within consultancy activities as well as the use of relevant methods. In addition, it is important that consultants are clear about the professional standards that are expected and demanded.

The Management Programme in Consultancy will give participants understanding and skills in the field beyond those provided by standard internal courses for consultants. The programme provides an interdisciplinary approach with an in-depth study of the central problems of consultancy. We present a unique combination of perspectives from strategic management and organisational psychology. In addition, we integrate traditional contributions from literature, philosophy and social science.

The programme is based on an educational form, which switches between integrated lectures, exercises and discussions. Learning is, therefore, a continuous process, which provides good opportunities for learning new skills and for personal development for those who want to do so. The programme is aimed mainly at consultants in internal and external consultancy activities. The Management Programme in Consultancy is the only course in Norway which offers credit-giving competence for consultancy activities.

## General view of Subjects

- In-depth understanding of organisations and consultancy activities based on recent thinking in organisational theory and psychology. We look in particular at chaos theory, system theory and epistemology.
- Basic introduction to the scientific method on which a consultant's tools and models are based. Participants will be able to identify reliable, valid tools. The programme also provides a basic, unconventional introduction to hermeneutics as a relevant method for consultancy.
- Insight into own knowledge and skills in strategic measures and intervention. Various forms of intervention such as power games, value management and democratic management will be cultivated and evaluated against contributions by participants.
- Basic insight into the relationship between consultant and client – its possibilities and limitations. Communicative, empathetic and solution-promoting skills will be focussed on in particular.
- A view of cultural perspectives illustrated through consultancy in different cultures. International experience with regard to methods and approaches in consultancy activities.

## Compulsory Literature

- Alvesson, M. & Skoldberg K. 1994. *Tolkning och reflektion. Vetenskapsfilosofi och kvalitativ metod*. Lund: Studentlitteratur.
- Berger, Peter L. & Luckmann, T. 1991. *The social construction of reality: a treatise in the sociology of knowledge*. Harmondsworth: Penguin.
- The Bestiary
- Binswanger, H.C. 1994. *Money and magic. A critique of modern economy in the light of Goethe's Faust*. Chicago, Ill.: University of Chicago Press.
- Dante, Alighieri. 1993. *Helvete*. Oslo: Gyldendal Norsk Forlag.
- Eriksen Berg, T. 1993. *Reisen gjennom helvete: Dantes Inferno*. Oslo: Universitetsforlaget.
- Goethe, J.W. *Faust: en tragedie*. del 1. 1997. Oslo: Aschehoug / del 2 (engelsk utg.). 1998. London: Penguin Books.
- Hoivik, Heidi v.W. & Føllesdal, A., red. 1995. *Ethics and consultancy: European perspectives*. Dordrecht: Kluwer Academic Publishers.
- Kierkegaard, S. (red.: Næss, A.). 1994. *Avsluttende uvitenskapelig etterskrift til De filosofiske smuler*. 2. utg. Oslo: Pax Forlag.
- Kubr, M. 1993. *How to select and use consultants. A client's guide*. Geneva: ILO.
- Machiavelli, N. 1994. *Fyrsten*. 2. utg. Oslo: Aventura.
- Platon. 1994. *Gorgias*. 3. utg., Oslo: Gyldendal.
- Robson, C. 1993. *Real world research: a resource for social scientists and practitioner-researchers*. Oxford: Blackwell Publishers.
- Roos, G. et al., red. 1997. *Strategi som konkurransefortrinn*. Bergen: Fagbokforlaget.
- Shakespeare, William. 1995. *Othello*. Aschehoug.
- Stacey, R.D. 1996. *Strategic management and organisational dynamics*. 2nd ed. London: Pitman Publishing.
- Watzlawick, Paul, Janet B. Bevalas og Don D. Jackson. 1967. *Pragmatics of human communication. A study of interactional patterns, pathologies, and paradoxes*. New York: Norton.

In several of the books on the literature list, only parts of the book are set texts

**Evaluation**

The evaluation consists of two parts:

72-hour individual home examination	40 %
Project	60 %

**Examination Aids**

All aids permitted

However, participants are not allowed to communicate with each other or others regarding the home examination during the home examination.

# Electricity Management

## - Electricity economics and administration for the Nordic power market

Study code:	MM 39
Examination codes:	MAN 1497.1 - Project 1 MAN 1497.2 - Project 2 MAN 1597 - Written examination
Faculty responsible:	Professor Atle Midttun Professor Lennart Hjalmarsson, Gothenburg Commercial College
Department:	Innovation and Economic Organisation
Credits:	10

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### Objectives of the Programme

The programme Electricity Management has been built up in parallel with the growth of the deregulated, competitive electricity and energy markets in the Nordic countries. As a pioneering area in Europe for free trade in electricity, the Nordic energy market also makes strict requirements of the commercial competence of the companies. In co-operation with the energy industry and the energy authorities, the programme seeks to make a significant contribution to procuring such competence.

The course is to give participants insight into modern economic and administrative theory and the challenges facing the energy companies in the Nordic power market. The programme also focuses on the tasks facing the authorities involved with the supply of electricity in the Nordic countries. Students are also given an introduction to developments in European trading partners.

### General view of Subjects

1st course module	The Nordic electricity markets: structure and regulation
2nd course module	The economics of the power markets
3rd course module	The economics of the power transmission system
4th course module	Strategy and organisation in the power market
5th course module	European power markets and electricity policy
6th course module	Market orientation of electricity companies

The 2nd and 3rd course modules are implemented at Gothenburg Commercial College.

### Compulsory Literature

- Berg, M., Hagen, K.P. og Hope, E. 1986. *Elektrisitetspriser og energioekonomisering*. Bergen: SAF. (SAF Report; 1986:7)
- Berg, M. 1992. *Prinsipper for regulering av tariffstruktur og investeringer i lokale kraftfordelingsnett*. Bergen: SNF. (SNF Working document, 1992:80)
- Biong, H. & Lanseng, E. 1994. *Selger- og leverandøradferd på energimarkedet: Selgerens og energileverandørens rolle med hensyn til å skape langsiktige kunderelasjoner på energimarkedet*. Main research report for the EnFo prosjekt M3-10. Sandvika: Handelshøyskolen BI. (NIM Report 20-94)
- Blom, S. E., Runar Framnes og Hans Mathias Thjømøe. 1997. *Markedsføringsledelse*. 5. utg. Oslo: TANO (or previous publications 1990, 1994)
- Gundersen, E., Jacobsen, O.M.B. og Per Ingvar Olsen. 1996. *Markedsmakt i et deregulert nordisk kraftmarked*. Sandvika: Handelshøyskolen BI (Handelshøyskolen BI Research Report 1996:2)
- Hax, A.C. og Majluf, N.S. 1996. *The strategy concept and process: a pragmatic approach*. 2nd ed. Upper Saddle River, NJ: Prentice-Hall.
- Midttun, Atle, ed. 1997. *European Electricity Systems in Transition: A comparative analysis of electricity policy and regulation in North-Western Europe*. Amsterdam: Elsevier
- Midttun, Atle og Eirik Svindland, eds. 1998. *Politics, Economics and Dynamics of Regulation*. Forthcoming: Edward Elgar
- Midttun, Atle. 1997. *Struktur og strategi i det nordiske kraftmarkedet*. Rapport. Sandvika: Handelshøyskolen BI. (Report 1997:3).
- Persson, Göran og Helge Virum, red. 1995. *Logistikk for konkurransekraft*. 4. utg. Oslo: Gyldendal Ad Notam. Chosen chapters.
- Rud, L. 1990. *Organisering av markeder for elektrisk kraft*. Bergen: SAF. (SAF Report nr 39/1990)
- Sandmo, A. og Hagen K.P., red. 1992. *Offentlig politikk og private incitamenter*. Oslo. Tano 1992, (chapter 1, 2)
- Tellefsen, Brynjulf, ed. 1997. *Market Orientation*. Bergen: Fagbokforlaget.

### Compendium

Articles on regulation theory and selected excerpts from Nordic electricity regulation documents.

- Berg, S.V. og Tschirhart, J. 1988. *Natural Monopoly Regulation, Principles and Practice*. Cambridge: Cambridge University Press. (pp. 93 - 102)
- Bishop M., Kay J. og Mayer C. 1995. *The regulatory Challenge*. Oxford: Oxford University Press (chapters 15-16)
- Brown, S.J. og Sibley, D.S. 1986. *The Theory of Public Utility Pricing*. Cambridge: Cambridge University Press. (chapters 2-3).
- Gilbert, R.J. og Kahn, E.P., eds. 1996. *International Comparisons of Electricity Regulation*. Cambridge: Cambridge University Press. (selected chapters).
- Helm, D. 1994. "British Utility Regulation: Theory, Practice and Reform." I Oxford Review of Economic Policy. Vol 10(3): 17-39.
- Hjalmarsson, Lennart. *Kalkylränta som underlag för beslut inom offentlig sektor*.
- Hjalmarsson, Lennart og Walfridsson B. 1995. *Principer för investeringsbedömning inom energiområdet*. Göteborgs universitet: Nationalekonomiska institutionen.

*Skatter, miljø og sysselsättning.* Stockholm. SOU 1997 (SOU 1997:11) (chapters 8 and 9)

The compendia are handed out at the course modules.

### **Recommended Literature**

Biong, Harald, Lostad og Wathne. 1996. *Rapport fra kvalitativ forstudie: Utvikling av nasjonale mål for måling av tilfredshet og lojalitet i relasjoner på bedriftsmarkedet.* Sandvika: Handelshøyskolen BI. (NiM-report 22-96)

Biong Harald, Wathne og Parvatiyar. 1996. *Why do some companies not want to engage in partnering relationships?.* Sandvika: Handelshøyskolen BI. (NiM-report WP 96-04).

Harmon, F.G. og Jacobs, G. 1990. *Den levende organisasjonen.* København: Gyldendal Erhverv. (Originaltittel: The vital difference)

Nordhaus W.D. 1995. *Kärnkraft och miljö.* Stockholm: SNS Förlag.

### **Evaluation**

The evaluation consists of two parts:

5-hour written examination	40 %
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Projects	60 %
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### **Examination Aids**

All aids permitted

# Change Management

Study code:	MM 12
Examination codes:	MAN 1694 - Project MAN 1794 - Written examination
Faculty responsible:	Associate Professor Bjørn W. Hennestad Associate Professor Øivind Revang
Department:	Knowledge Management
Credits:	10

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## Objectives of the Programme

The objective is to develop participants' abilities as motivators in change processes by giving participants knowledge of and insight into concepts and models which lead to well thought-out action. The programme therefore has a general focus on implementation problems. The basic idea is that there is more to gain from improving implementation ability in organisations than in improving planning and reporting ability. The course therefore attaches importance to subjects associated with reorganisation, development, driving forces and barriers to change, learning and the problems of excess.

The subjects are dealt with from a management perspective. Great importance is attached to seeing developments from several organisational angles. One whole course module is set aside for "legal rules" in reorganisation situations. The educational approach changes between an inductive and a deductive approach, varying between cases, company examples, class discussions, contributions from participants and traditional lectures.

The programme provides knowledge and competence which has relevant and widespread benefits; external and internal framework conditions are being radically changed in both the private and public sectors. Most industries and sectors will face new requirements. A new understanding of the company's situation and tasks and new patterns of action, structures and systems will have to permeate organisations if a new direction is to be taken. This sets new, changed requirements for the role of manager. The specialist content of the course is aimed primarily at managers or staff with an active role in the management of change.

## General view of Subjects

1st course module	Strategic perspective of organisation and organisational design
2nd course module	Management for change
3rd course module	Customer-driven change - Continuous development through customer orientation
4th course module	Competence-driven change - Change on the basis of internal resources: competence and core competence
5th course module	Reorganisation processes and legal framework conditions

## Compulsory Literature

- Bolman, L. G. og Deal, T. E. 1991. *Nytt perspektiv på organisasjon og ledelse*. 2. utg. Oslo: Ad Notam.
- Bonora, E. og Øyvind Revang. "A Framework for Analyzing the Storage and Protection of Knowledge in Organizations". kap. 8 i Lorange, Peter, Charkravathy, B., Roos J. og Van de Ven, A. (eds.). 1993. *Implementing Strategic Processes: Change Learning & Co-operation*. Oxford: Basil Blackwell Ltd. (pp. 190-216).
- Eccles, R. G. og Crane, D. B. "Relationship management". kap. 9 i Eccles, R.G. (ed.). 1988. *Doing Deals - Investment Banks at Work*. Boston: Harvard Business School Press. (kun kap. 9 er obligatorisk).
- Friberg, O. 1998. *Arbeidsmiljøloven med kommentarer*. 7. utg. Oslo: Tano Forlag.
- Hammer, Michael og James Champy. 1993. *Reengineering the corporation*. New York: Harper Business. (Norsk utgave: Hammer, M. og Champy, J. 1994. *Totalfornyelse*. Oslo: Hjemmet forlag).
- Hennestad, Bjørn W., Patric Verde, og Hauge, T. 1991. "Kunderevet markedsorientering". *Praktisk økonomi og ledelse*. 3: 63-75.
- Itami, H. og Roehl, T. W. 1987. *Mobilizing invisible assets*. Cambridge, Mass.: Harvard University Press.
- Mintzberg, H. 1981. "Organization design: fashion or fit?". *Harvard Business Review*. January-February: 103-116.
- Mintzberg, H. 1991. "The Effective Organization: Forces and Forms". *Sloan Management Review*. 32, 2: 54-68.
- Nordhaug, O., ed. 1998. *Kompetansestyring*. 2. utg. Oslo: Tano/Aschehoug.
- Pasmore, W. A. 1994. *Creating strategic change: designing the flexible, high performing organization*. New York: John Wiley & sons.
- Prahalad, C. K. og Hamel, G. 1990. "The core competence of the corporation". *Harvard Business Review*. May-June: 79-97.
- Revang, Øyvind og Sørensen, B. Aa. 1995. "Ledelse og management i norsk sammenheng - historiske betraktninger og fremtidige utfordringer". *Beta - tidsskrift for bedriftsøkonomi*. 2: 31-43.
- Roos, J. and Krogh, G. von. 1992. "Figuring out your competence configuration". *European Management Journal*, 10, 4: 422-427.
- Arbeidsmiljøloven (Særtrykk)*. 1997. Oslo: Cappelen Akademisk Forlag.

Some articles will be handed out at the lectures.

## Evaluation

The evaluation consists of two parts:

5-hour written examination	40 %
Project	60 %

## Examination Aids

Legislation - will be specified

# Financial Services Companies; Management and Stockbroking

Study code: MM 29  
Examination codes: MAN 0197 - Project  
MAN 0297 - Written examination  
Faculty responsible: Associate Professor Eldrid Aa. Stranden  
Professor Il Per Mokkelbost  
Department: Financial Economics  
Credits: 10

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## Objectives of the Programme

The programme is to provide the practical, relevant education in legal, ethical and specialist subjects which is necessary to perform stockbroking functions at a qualitatively high level.

After completion of the programme and practical training, the student is to be able to perform stockbroking tasks of the following types:

- 1) securities broking
- 2) customer consultancy/corporate tasks
- 3) management of a securities company

After the programme, participants are to be able to perform sales and purchasing tasks and provide solid consultancy services to customers. This requires insight into the practical rules and Acts which form the framework conditions for the activities of companies as well as specialist insight into the capital market, financial instruments and financial analysis.

Students must have a college education in economics/administration. However, other further education and relevant professional experience can compensate for such a background.

## General view of Subjects

1st course module Securities companies: economics, law and ethics  
2nd course module Stock exchange and market rules  
3rd course module Securities analysis. Information economics  
4th course module Financial analysis. Valuation  
5th course module Strategy and risk management in financial services companies - case-based

## Compulsory Literature

Bergo, K. 1998. *Børs- og verdipapirrett*. Oslo: Cappelen Akademiske Forlag.  
Christiansen E. 1998. *Materialsamling i Børs og Verdipapirrett*. Oslo: Schjødt Forlag.  
Copeland T., Koller, T. and Murrin, J. 1996. *Valuation*. New York: John Wiley & Sons.  
Hersoug T. 1993. *Kapitalmarkedet, Teori statistikk og norsk praksis*. Oslo: Ad Notam Gyldendal.  
Ibbotson, Roger G. and Brinson, Gary P. 1993. *Global Investing*. New York: McGraw Hill.  
Madura, Jeff. 1995. *Financial Markets and Institutions*. 3rd ed. Minneapolis/St. Paul: West Publishing Company.  
Morgan, J. P.: *Risk Metrics*. May 1995  
Morgan, J. P.: *Credit Metrics*. April 1997  
Palepu, Krishna G., Bernard, Victor L. and Healy, Paul M. 1996. *Business Analysis and Valuation*. Cincinnati, Ohio : South-Western College Publishing Company.  
Norges Fondsmeglerforbund. 1998. *Forelesningsnotater*. Oslo: Norges Fondsmeglerforbund

## Selected articles and og cases, including:

Nergård, A. 1997. *Livsforsikringsselskaper - regulering og risiko*. Arbeidsnotat 1997/3, Norges Bank

## Selected articles from prospectuses, including:

Børsperspektiver nr 2 1992. *Aksjemarkedet i London - truende konkurrent eller forlengelse av Oslo-markedet med ajourføringer*  
Børsperspektiver nr 2 1993. *Aksjonærstrukturen i Europa*  
Bøhren, Øyvind og Dag Michalsen. 1994. "Corporate Ownership and market aggregates: Oslo Stock Exchange 1980-1990". *Journal of Banking & Finance*. 18.  
Ethical standards for members of the Norwegian Stockbrokers' Association, Norwegian Stockbrokers' Association 1996 (Norges Fondsmeglerforbund)

## Stockbroker Education

The Management Programme in Corporate Finance and the Management Programme in Financial Services Companies; Management and Stockbroking together constitute stockbroker education in pursuance of the new Norwegian Securities Trading Act. The education is approved by the Norwegian Stockbrokers' Association, which is the trade organisation appointed by the Norwegian Ministry of Finance to approve such education.

Taking and passing the examinations and one year of practical experience with a securities company entitles you to use the title Stockbroker, cf. the Norwegian Securities Trading Act, §7.11. (See admission requirements for stockbroker education). Graduates must document their practical experience themselves.

## **Evaluation**

The evaluation consists of two parts:

5-hour written examination	40 %
Project	60 %

## **Examination Aids**

Acts and regulations

# Public Relations

Study code:	MM 21
Examination codes:	MAN 7097 - Project MAN 7197 - Written examination
Faculty responsible:	Assistant Professor Magne Haug, Norwegian School of Marketing Professor, Dr. philos Pål Kraft, University of Bergen
Department:	Market Communication
Credits:	10

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## Objectives of the Programme

Information work is usually performed on the basis of the practical experience of media and information of the persons performing the work and their clients. Information employees' theoretical ballast often comes from other areas than mass communication, persuasion theory and public relations (PR). In a more complex decision-making environment, useful practical experience may not be enough. There is a need for knowledge-based foundations which go beyond the experience of everyday life. This is knowledge which is based on systematic research on media, communication, social psychology and organisation based on a strategic perspective of information work.

The programme is based on strategic assessments of information work. On this basis, participants discuss practical solutions to information tasks in the everyday life of information employees.

This programme aims to make available the research and experience built up internationally on PR and information work. Knowledge of information, PR and persuasion research in relation to concrete areas of work such as internal information and crisis handling is also dealt with.

With competence from this Management Programme, participants will be better qualified to assume the management responsibility for information work in companies, organisations and public activities.

## General view of Subjects

- 1st course module Strategic information management
- 2nd course module Concrete information areas: internal information and crisis information
- 3rd course module Scientific investigations into planning and evaluating information work
- 4th course module Mass communication and persuasion - a campaign perspective
- 5th course module Media relations and lobbying

## Compulsory Literature

- Allem, Sigurd. 1997. *Når kilden byr opp til dans*. Oslo: Pax Forlag.
- Dozier, David M., Larissa A. Gruning og James E. Gruning. 1995. *Manager's Guide to Excellence in Public Relations and communication management*. Mahwah, N.J.: L. Erlbaum Associates Publishers.
- Goldhaber, Gerald M. 1993. *Organizational Communication*. 6th ed. Madison, Wisc.: W.C. Brown & Benchmark.
- Haug, Magne. 1998. *Myndighetskontakt og lobbyvirksomhet*. Oslo: NMH.
- Holme, Idar Magne og Bernt Krohn Solvang. 1996. *Metodevalg og metodebruk*. Oslo: Tano.
- Høst, Sigurd. 1998. *Daglig mediebruk*. Oslo: Pax Forlag.
- Kendall, Robert. 1996. *Public Relation Campaigns Strategies: planning for implementation*. 2nd ed. New York: HarperCollins College Publishers.
- Lerbinger, Otto. 1997. *The Crisis Manager: facing risk and responsibility*. Mahwah, N.J.: Lawrence Erlbaum Associates.
- Stiff, James B. 1994. *Persuasive Communication*. New York: The Guilford Press.

## Evaluation

The evaluation consists of two parts:

- |                            |      |
|----------------------------|------|
| 5-hour written examination | 40 % |
| Project                    | 60 % |

## Examination Aids

None



# Information Technology

Study code: MM 22  
Examination codes: MAN 1796 - Project  
MAN 1896 - Written examination  
Faculty responsible: Industrial Professor Bo Hjort Christensen  
Department: Technology Management  
Credits: 10

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## Objectives of the Programme

Many company managers recognise that ever-increasing requirements are being made for customer service and the development of product solutions for special market segments. The time between the appearance of a challenge and when its solution must exist is becoming ever shorter. Many decisions are also becoming more complex and require a better information base. Effective business development thus requires strategic, target-oriented development and use of information systems. As users and the persons with the main responsibility for the quality of a company's information systems, managers can no longer delegate this responsibility to IT experts. The main conclusion is that business requirements control the use of technology.

This Management Programme gives graduates a solid grounding in how organisations must plan, buy, use and manage information resources in such a way that:

- 1) it is possible to identify and focus on the areas of application in which information systems will produce the best business effect
- 2) the information systems can be arranged and used as management tools
- 3) the information systems promote and do not hinder business development
- 4) there is fruitful, effective interaction between the user environment and the IT expertise
- 5) an understanding of technology is built up which makes it possible to evaluate various platform alternatives on the basis of business criteria

## General view of Subjects

1st course module The manager's own use of information systems  
2nd course module Information technology platforms: fundamental dividing lines vs. organisational requirements  
3rd course module From business requirements to solutions  
4th course module Information management  
5th course module Strategic management of information systems

The 5th course module will, for participants in the programme which is held in Oslo, be held abroad.

## Compulsory Literature

Larsen, Tor J. 1997. *Selected articles for the first course module: Lederes bruk av informasjonsteknolog.* Sandvika: Handelshøyskolen BI Forlag.  
Laudon, Kenneth C. og Jane Laudon. 1998. *Management Information Systems: Organization and technology.* 4th ed. Upper Saddle River, N.J.: Prentice Hall.  
Andersen, Erling, red. 1996. *Selected articles for the third course module: Fra forretningsbehov til løsninger.* Sandvika: Handelshøyskolen BI Forlag.  
Krokan, Arne. 1996. *Selected articles for the forth course module: Informasjonsledelse.* Sandvika: Handelshøyskolen BI.  
Keen, P. G. 1991. *Shaping the Future: Business Design Through Information Technology.* Boston, Mass.: Harvard Business School Press.  
Sannes, R. og Bård Kuvaas. 1997. *Selected articles for the fifth course module: Strategisk ledelse av IS/IT.* Sandvika: Handelshøyskolen BI.  
Watson, Hugh J., George Houdeshel, og Rex Kelly Rainer. 1997. *Building Executive Information Systems and other Decision Support Application.* New York: Wiley.

Collections of articles will be available in connection with the respective course modules.

## Evaluation

The evaluation consists of two parts:

5-hour written examination	40 %
Project	60 %

## Examination Aids

All aids permitted

# Purchasing and Supply Management

Study code: MM 35  
Examination codes: MAN 7595 - Project  
MAN 7695 - Written examination  
Faculty responsible: Professor Göran Persson  
Department: Logistics and Marketing  
Credits: 10

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## Objectives of the Programme

The programme is to give participants greater insight into and understanding of the financial significance of enhancing the efficiency of purchasing. The programme gives a systematic insight into analysis of supplier markets and knowledge of how a company or department can use these markets to make activities efficient and competitive. By making better use of own resources and enhancing the efficiency of the purchasing function, the result is increased competitiveness. The main objective is, therefore, to give participants an interdisciplinary programme which covers the knowledge and subject areas which purchasers in the private and public sectors need. The programme provides a thorough understanding of the purchasing function and its role both strategically and operatively. Moreover, participants will gain knowledge about how to build up long-term relations with suppliers to the benefit of all parties.

## General view of Subjects

Course module 1 Purchasing and supply strategy  
Course module 2 Purchasing economics and purchasing law  
Course module 3 Industrial relations - Strategic purchasing, supply chains and industrial relations  
Course module 4a The purchaser's "toolbox"  
Course module 4b Public purchasing  
Course module 5 Negotiations, ethics and "green" purchasing

## Compulsory Literature

Ferrel, O.C. og John Fraedrich. 1994. *Business Ethics*. 2nd ed. Boston, Mass.: Houghton Mifflin.  
Gadde, L.E. & Håkansson, H. 1993. *Professionellt inköp*. Lund: Studentlitteratur. (chapters 4-6).  
Unt, Iwar. 1997. *Forhandlingsteknik*. Oslo: Fortuna Forlag.  
Offentlige anskaffelser. 1994. *Veileder til EØS - foreskrifter om offentlige anskaffelser*. Oslo: Nærings- og Energidepartementet.  
Persson Göran og Helge Virum. 1995. *Logistikk for konkurransekraft*. Oslo: AdNotam Gyldendal. (chapters 5, 6 og 10)  
SAM. 1993. *Lönsomme kunder, lönsomme företag. ABS – teknikens grunder*. Stockholm: Brombergs.  
Weele, A. J. Van. 1994. *Purchasing Management. Analysis, Planning and Practice*. London: Chapman & Hall.  
Articles and material handed out.

## Evaluation

The evaluation consists of two parts:  
5-hour written examination 40 %  
Project 60 %

## Examination Aids:

Calculator, for example a Texas 503/507 (non-programmable)

# International Marketing Strategy

Study code:	MM 31
Examination codes:	MAN 2396.1 - Project paper 1 MAN 2396.2 - Project paper 2 MAN 2496.1 - Case MAN 2496.2 - Written exam
Faculty responsible:	Industrial Professor Runar Framnes
Department:	Market Oriented management
Credits:	10

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## Objectives of the Programme

Globalisation within marketing is raised as an issue more and more often when Norwegian companies start operations abroad. This is also an issue for international companies operating in Norway. The competitive situation is often distinctively different even in countries that are geographically close. Markets tend to be affected by different cultural aspects, legal systems and marketing practice and as a marketer you need to adapt to these factors.

The International Marketing Strategy programme will cover a range of issues concerning patterns of international trade and investment in goods and services. There is a special focus on theories of internationalisation within companies, international market planning and strategy.

The aim of this programme is to give persons with managing roles in international sales and marketing a theoretical and practical insight concerning a range of critical international marketing issues that internationalising companies are likely to face. A number of cases concerning internationalisation by Norwegian and international companies will be examined and case solutions presented.

## General view of Subjects

Subject 1	Foundation
Subject 2	International marketing research
Subject 3	International strategic framework
Subject 4	The global supply chain
Subject 5	The international legal framework
Subject 6	International negotiations and cross cultural communication
Subject 7	Developing the international marketing plan

## Program Language

The whole program will be delivered and assessed in English

## Compulsory Literature

Czinkota, Michael R. and Iikka A Ironkainen. 1996. *Global Marketing*. Fort Worth, TX : Dryden Press.  
Ghauri, Pervez and Jean-Claude Usunier. 1996. *International Business Negotiations*. Oxford: Pergamon Press.  
Luostarinen, Reijo and Lawrence S. Welch. 1990. *International Business Operations*. Helsinki: Luostarinen/Welch.  
Framnes, Runar, Erik Nes, and Carl Arthur Solberg, eds. 1998. Articles in international marketing and management. Sandvika: Handelshøyskolen BI.  
Argyris, C. *Teaching Smart People how to Learn*. Harvard Business Review  
Gripsrud, Geir and Carl Arthur Solberg. 1993. *Readings in International Marketing Research*. Sandvika: Handelshøyskolen BI  
Schary, P. and Skjøtt-Larsen, T. 1995. *Managing the Global Supply Chain*. København: Handelshøjskolens Forlag. (kap. 1-3-4-7-8-10)

## Recommended Literature

Buckley, Peter J. and Pervez Ghauri, eds. 1996. *The Internationalization of the Firm*. 2nd ed. London: Academic Press 1993.  
Ford, D., ed. 1990. *Understanding Business Markets*. London: Academic Press.  
Gjems-Onstad, Ole. 1993. *EØS-avtalen med kommentarer*. Oslo: Gyldendal Ad Notam.  
Kent, Raymond A. 1993. *Marketing Research in Action*. London: Routledge.

## Evaluation

Written exam and case	40 %
Project papers 1 and 2	60 %

## Aids at examination

English – English Dictionary  
English – Norwegian / Norwegian – English Dictionary

# Corporate Finance

Study code: MM 28  
Examination codes: MAN 1592 - Project  
MAN 1692 - Written examination  
Faculty responsible: Associate Professor Dag Michalsen  
Department: Financial Economics  
Credits: 10

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## Objectives of the Programme

The programme gives participants a useful, relevant education with thorough specialist study in an area which is of vital importance to the ability to survive and growth of companies.

After completing the programme, participants will be well equipped to influence and make investment and financing decisions to the benefit of the company. Central issues such as how decisions affect the value of a company will be dealt with. In order that participants have the necessary background to be able to make rational decisions when the unexpected occurs, importance is attached to how uncertainty affects decision-making rules.

The aim is for the participants who take the course to become important resource persons and managers in their respective companies.

Students must have a college education in economics/administration. However, other further education and relevant professional experience can compensate for such a background.

## General view of Subjects

1st course module Investment decisions  
2nd course module Financing decisions  
3rd course module Financial investments  
4th course module Project analysis with cases  
5th course module Financial risk management  
6th course module International finance

## Compulsory Literature

Ross, S.A., Westerfield, R.W. and Jaffe, J. 1996. *Corporate Finance*. 4th ed., Chicago, Ill.: Irwin.  
Haugen, R.A. 1997. *Modern investment theory*. 4th ed. Upper Saddle River, N.J.: Prentice-Hall.  
Madura, J. 1995. *International Financial Management*. 4th ed. Minneapolis/St. Paul, Minn.: West Publishing Co.  
Smithson, C.W., Smith, C.W. and Wilford, D.S. 1995. *Managing Financial Risk*. Burr Ridge, Ill.: Irwin.

## Stockbroker Education

The Management Programme in Corporate Finance and the Management Programme in Financial Services Companies; Management and Stockbroking together constitute stockbroker education in pursuance of the new Norwegian Securities Trading Act. The education is approved by the Norwegian Stockbrokers' Association, which is the trade organisation appointed by the Norwegian Ministry of Finance to approve such education.

Taking and passing the examinations and one year of practical experience with a securities company entitles you to use the title Stockbroker, cf. the Norwegian Securities Trading Act, §7.11. (See admission requirements for stockbroker education). Graduates must document their practical experience themselves.

## Evaluation

The evaluation consists of two parts:

5-hour written examination	40 %
Project	60 %

## Examination Aids

Calculator and interest table

The Programme is offered in co-operation with the Association of Norwegian Economists.

# Cognitive Psychology - decision-making and influence

Study code: MM 17  
Examination codes: MAN 5096 - Project  
MAN 5196 - Written examination  
Faculty responsible: Associate Professor Geir Overskeid  
Department: Knowledge Management  
Credits: 10

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## Objectives of the Programme

The programme will give participants research-based knowledge which is useful at work and in their private lives. In lectures and practical exercises, we will, among other things, look at what can be done to gain sympathy for oneself and one's cause, how one can obtain loyalty, the effect of authority and conscious and unconscious influence. We will examine the most effective methods for solving problems and making decisions, learning, creativity and effective communication.

The knowledge which makes it possible to solve job-related problems gives us techniques which can be used to solve personal difficulties in everyday life. By analysing ways of thinking and how thoughts shape feelings, we will look at how a manager's emotional strains and stresses can be tackled.

The teaching will be by prominent national researchers in this field and will consist of lectures, seminars and group exercises. After completing the programme, participants will have a good insight into the central psychological principles which form the basis of rational decisions, effective influence and creative problem-solving. The programme has a clear practical objective. Importance will be attached to the exercise of knowledge and skills which can be used both alone and in a group and which can be used as tools for organisational and managerial development and a better life.

## General view of Subjects

1st course module. Modern psychology  
2nd course module Decisions and creativity  
3rd course module Problem-solving in groups and teams  
4th course module Negotiation psychology and personal problem-solving  
5th course module Influence

## Compulsory Literature

Bazerman, Max H. 1997. *Judgement in managerial decision making*. 4th ed. New York: Wiley.  
Cialdini, Robert B., red. 1998. *Influence: Science & practice*. 4th ed. Reading, Mass.: Addison-Wesley.  
Kaufmann, Geir og Astrid Kaufmann. 1996. *Psykologi i organisasjon og ledelse*. Bergen: Fagbokforlaget.  
McMahon, S. 1996. *The portable problem solver: Coping with life stressors*. DTP.  
Overskeid, Geir. 1998. *Compendium i psychology*. (will be handed out during the course modules).  
Robson, Mike. 1993. *Problem solving in groups*. Aldershot: Ashgate.  
Russo, J. Edward og Paul J. H. Schoemaker. 1990. *Decision traps*. New York: Fireside.

## Recommended Literature

Manz, Charles C. og Henry P. Sims Jr. 1993. *Business without bosses*. New York: Wiley.  
Overskeid, Geir og Svartdal, Frode. 1997. *Det ubevisste og moderne vitenskap*. Oslo: Ad Notam Gyldendal.  
Svartdal, Frode, red. 1997. *Psykologi: En introduksjon*. Oslo: Ad Notam Gyldendal.

## Evaluation

The evaluation consists of two parts:  
5-hour written examination 40 %  
Project 60 %

## Examination Aids

None

# Management – Means and Frames of Reference

Study code:	MM 15
Examination codes:	MAN 1996 - Project MAN 2096 - Written examination
Faculty responsible:	Assistant Professor Morten Emil Berg
Department:	Knowledge Management
Credits:	10

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## Objectives of the Programme

The objective of the programme is that participants are to:

- acquire insight into “state of the art” management
- gain a better understanding of the positive and negative consequences of their current way of thinking and acting as a manager
- be able to make practical use of central tools and means in the role as manager, depending on the situation they are in and the ambitions they have
- be able to practise and experiment with various managerial roles and the use of varying management styles
- gain insight into and be trained in developing a team. Be able to take on the role of “coach”
- be able to implement simple change and OU processes

After completing the programme, the participants are to be able to practise a more considered form of management. This requires that participants become more conscious of their own way of thinking and acting. The programme focuses on the practical aids which managers and employees can use to improve the interplay in a team and between teams. Examples of such aids are conflict handling, feedback, developing rules of the game, the manager as role model, benchmarking and business process reengineering. Importance is also attached to discussing how a manager and his/her team can further develop the organisational culture.

## General view of Subjects

- 1st course module Management: a reference framework
- 2nd course module Management: competing theories
- 3rd course module The manager’s “toolbox” (means, techniques, and “weapons”)
- 4th course module The manager as an agent of change and trainer
- 5th course module Teams and team development

## Compulsory Literature

- Bass Bernard M. og Bruce J. Avolio, ed. 1994. *Improving Organizational Effectiveness through Transformational Leadership*. Thousand Oaks, Calif.: Sage Publications.
- Berg, Morten Emil. 1996. *Lederutvikling: situasjon, virkemidler, belønning*. 2. utg. Oslo: Cappelen Akademisk Forlag.
- Buchanan, David A. og David Boddy. 1992. *The Expertise of the Change Agent: Public Performance and Backstage Activity*. New York: Prentice-Hall.
- Champy, James. 1995. *Reengineering Management: The Mandate for New Leadership*. London: Harper-Collins.
- Dyer, William G. 1994. *Teambuilding: current issues and new alternatives*. 3rd ed. Reading, Mass.: Addison-Wesley.
- Harvey, Donald F. og Donald R. Brown. 1996. *An Experiential Approach to Organization Development*. 5th ed. Upper Saddle, N.J.: Prentice Hall.
- Kouzes, James M. og Posner, B.Z. 1996. *Sjefer som lykkes*. Oslo: Hjemmets Bokforlag.
- Sims, Henry P. Jr. og Peter Lorenzi. 1992. *The New Leadership Paradigm. Social Learning and Cognition in Organization*. Newbury Park, Calif.: Sage.
- Sims, Henry P. Jr. og Charles C. Manz. 1996. *Company of Heroes. Unleashing the Power of Self-leadership*. New York: John Wiley & Sons.
- Zenger, J.H. et al. 1993. *Leading Teams: Mastering the New Role*. Homewood, Ill.: Business One Irwin.

## Recommended Literature

- Atkinson, Philip E. 1997. *Creating Culture Change: The Key to Successful Total Quality Management*. Bedfordshire: Rushemere Wynne, 1997.
- Banner, David K. og Gagne, T. Elaine. 1995. *Designing Effective Organizations: Traditional and Transformational*. Thousand Oaks, Calif.: Sage.
- Bass, Bernard M. 1990. *Bass and Stogdills Handbook of Leadership*. New York: Free Press.
- Berg, Morten Emil. 1995. *Organisasjonsutvikling: Metoder og teknikker*. 2. utg. Oslo: Cappelen Akademisk Forlag.
- Berg, Morten Emil. 1995. *Rollen i midten: Lederen som endringsagent*. Bergen: Fagbokforlaget.
- Bradford, David L. og Allan R. Cohen. 1997. *Managing for Excellence*. 2nd ed. New York: John Wiley & Sons.
- Camp, Robert C. 1989. *Benchmarking: the search for industry best practices that lead to superior performance*. Milwaukee, Wis.: ASQC Quality Press.
- Crainer, Stuart, ed. 1995. *The Financial Times Handbook of Management*. London: Pitman.
- DuBrin, Andrew J. 1995. *Leadership: Research Findings, Practice, and Skills*. Boston, Mass.: Houghton Mifflin.
- Forsyth, Donelson R. 1990. *Group Dynamics*. 2nd ed. Pacific Grove, Calif.: Brooks/Cole
- Hackman, J. Richard, ed. 1990. *Groups that Work (and those that don't): creating conditions for effective teamwork*. San Francisco, Calif.: Jossey-Bass.
- Hammer, M. og Champy, James. 1994. *Totalfornyelse. Reengineering the Corporation*. Oslo: Hjemmets Bokforlag.

Hendry, J. Johnson, G. og Newton, J., eds. 1993. *Strategic Thinking: Leadership and the Management of Change*. New York: Wiley.

Katzenbach, Jon R. og Douglas K. Smith. 1993. *The Wisdom of Teams: creating the high-performance organization*. Boston, Mass.: Harvard Business School Press.

Koestenbaum, P. 1991. *Leadership: The Inner Side of Greatness*. San Francisco, Calif.: Jossey-Bass.

Pfeffer, J. 1994. *Competitive Advantage through People*. Boston, Mass.: Harvard Business School Press.

Vaill, P.B. 1989. *Managing as a Performing Art. New Ideas for a World of Chaotic Change*. San Francisco, Calif.: Jossey-Bass.

Zander, A. 1994. *Making Groups Effective*. 2nd ed. San Francisco, Calif.: Jossey-Bass.

## **Evaluation**

The evaluation consists of two parts:

5-hour written examination	40 %
Project	60 %

## **Examination Aids**

None

# Logistics

Study code: MM 34  
Examination codes: MAN 6592 - Project  
MAN 6692 - Written examination  
Faculty responsible: Industrial Professor Eirill Bø  
Department: Logistics and Marketing  
Credits: 10

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## Objectives of the Programme

The increasing competition in trade and industry has given logistics an increasingly important role in recent years. Logistics affect all parts of a company and involve a holistic way of thinking which is decisive for the company's competitiveness. Delivery processes involve a physical flow of goods and services and the quality of this flow and the delivery service offered in connection with the delivery are often decisive. This makes new, stricter requirements for a professional logistics function.

The learning process contributes to giving participants a thorough introduction to recent principles in logistics. Much importance is attached to project work, which is the practical application of these principles in a selected company. Teaching takes place both in lectures and by means of practical case work.

After completing the programme, you will have a deep understanding of the subject area of logistics and its applications in trade and industry and the public sector. You will have a thorough knowledge of both the strategic and the tactical and operative sides of the subject. You will know how a company can improve its overall use of resources and increase its competitiveness and cost efficiency.

The programme is aimed first and foremost at people who have a few years' practical experience and who work with logistics functions both in trade and industry and public administration. The programme aims consciously to combine working groups so that everyone gains the maximum learning benefit when working on projects and cases.

## General view of Subjects

Session	Subject	Session	Subject
1-2	Introduction	23	Analysis and development of distribution systems
3-4	Benchmarking	24	Third-party logistics
5	Leading logistics companies	25	Production and logistics
6	Logistics strategy	26	Production management
7-8	Transport/Social logistics	27	Organisation of logistics activities
9-10	MA diagnosis	28	Logistics in service companies
11-12	Project work	29	Project work
13-14	Quality management	30	Logistics in Europe
15-16	Materials and stock control	31	The purchasing process
17-18	Principles of logistics, Norlcase	32	Logistics and the environment
19-20	WWD	33-34	Supplier co-operation
21	Purchase of transport services	35-36	Time competition/BPR
22	Logistics service	37-38	Summary/conclusion

The 2nd course module will be held at Cranfield University, Cranfield School of Management in the UK.

## Compulsory Literature

Christopher, M. 1992. *Logistics and Supply Chain Management, Strategies for reducing costs and improving services*. London: Pitman.  
Gadde, L.E. og Håkansson, H. 1993. *Professionellt inköp*. Lund: Studentlitteratur.  
Eikeri, O. 1989. *Just in time*. Bekkestua: NKI Forlaget.  
Persson, Göran og Helge Virum, red. 1995. *Materialadministrasjon for konkurransekraft*. Oslo: AdNotam Gyldendal.  
Lambert, D.M og Stock, J.R. 1993. *Strategic Logistics Management*. 3rd ed. Homewood, IU: Irwin.  
Collection of articles

## Evaluation

The evaluation consists of two parts:

5-hour written examination	40 %
Project	60 %

## Examination Aids

Calculator, Texas 503/507 (non-programmable calculator)



# Market Analysis

Study code: MM 09  
Examination codes: MAN 2698 - Project  
MAN 2798 - Written examination  
Faculty responsible: Professor Fred Selnes  
Department: Market Oriented Management  
Credits: 10

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## Objectives of the Programme

A precondition of market oriented management of companies is thorough market analyses. This means analyses of customers' current and future requirements, competitors, framework conditions and technology. This also means analyses of the effect of various measures such as advertising, sales, product quality, product development, prices, offers and distribution so that the company can choose a market strategy which ensures both short-term and long-term profitability.

The theoretical ballast of a market analyst comes from social science methods, statistics, mathematics and economics. In addition, a considerable amount of theory and method has been developed in the subject area of marketing. Market analysts work in companies, in analysis institutes, in advertising agencies, in consultancy companies and in management.

This is knowledge which is based on systematic research of markets and the effect of market measures and decisions in a strategic perspective of market work.

The programme is based on strategic assessments of market work. On this basis, participants discuss practical ways of performing the market work. This course aims to make available the research and experience which has been built up internationally in market analysis.

## General view of Subjects

1st course module Social science methods  
2nd course module Multivariate methods  
3rd course module Forecasting and analyses of time series data  
4th course module Building models and decision support  
5th course module Strategic market analyses

## Compulsory Literature

Churchill, Gilbert A. Jr. 1995. *Marketing Research: Methodological Foundations*. 6th ed. Dryden Press.  
Hair, Joseph Jr. et al. 1995. *Multivariate Data Analysis: with readings*. 4th ed. New York: Prentice Hall.  
Bollen, Kenneth A. 1989. *Structural Equations with Latent Variables*. New York: Wiley & Sons.  
Wheelwright, Steven C. og Spyros Makridakis. 1989. *Forecasting Methods for Management*. 5th ed. New York: Wiley and Sons.  
Lilien, Gary L., Philip Kotler og Moorthy K. Sridhar. 1992. *Marketing Models*. Int. ed. Englewood Cliffs, N.J.: Prentice Hall.  
Stanley J. Shapiro and Kirpalani V. H., ed. 1990. *Marketing Effectiveness: insights from accounting and finance*. Boston: Allyn and Bacon.

Various selected articles

## Evaluation

The evaluation consists of two parts  
5-hour written examination 40%  
Project 60%

## Aids for Written Examination

None

# Marketing Communication

Study code:	MM 32
Examination codes:	MAN 3596 - Project MAN 3696 - Written examination
Faculty responsible:	Professor Otto Ottesen
Department:	Market Communication
Credits:	10

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## Objectives of the Programme

The programme applies a strategic holistic perspective to market communication which is relevant to all types of companies regardless of size and to other types of organisations and institutions.

In this perspective, market communication covers all forms of communication between the company and the buyer whether personal communication face-to-face or by telephone, individual written communication by letter or e-mail, or mass communication in the form of advertising, etc. It covers both implementation and follow-up of the seller's own communication drive and the receipt, handling and follow-up of orders and inquiries which the buyer initiates.

The objective is to educate communication professionals with a holistic understanding of the tasks of market communication in marketing and of how these tasks can be performed using an integrated choice of target groups and means (forms of communication (media), content of communication and design of communication) and taking account of the interplay between the various forms of communication and of the financial consequences in the form of income, costs and investments.

After having completed the programme, participants will have acquired competence in developing a holistic communication strategy which contributes to increasing and maintaining the profitability of a company. The strategy forms the basis for co-ordinated tactical plans and their implementation. With this competence, participants will be equipped to assume managerial responsibility for market communication in companies, organisations and public institutions. They will also be qualified to work as consultants in, for example, advertising agencies and media companies.

## General view of Subjects

- 1st course module Holistic view of market communication in theory and practice
- 2nd course module The premises of market communication: market analysis and buyer behaviour
- 3rd course module Mass communication: the principles of effective information and influence
- 4th course module Personal and individual, impersonal communication
- 5th course module Study trip: inspiration, summary and conclusion

The 5th course module is held at the Århus School of Business

## Compulsory Literature

- Blindheim, Trond og Gunnar Sætrang. 1992. *På talefot med forbrukeren*. Oslo: NKS Forlag.
- Folgerø, Ingebjørg S. *Artikkel og cases for course module 4*.
- Helgesen, Thorolf. 1995. *Markedskommunikasjon: Prinsipper for effektiv informasjon og påvirkning*. 3. utg. Oslo: Cappelen Akademiske Forlag.
- Ingebrigtsen, Stig og Otto Ottesen. 1992. *Markedsføringsplanlægning og -ledelse: hvordan bruge teori til at identificere, prioritere og løse praktiske markedsføringsproblemer?* Frederiksberg: Samfundslitteratur.
- Kjeldsen, John og Eskild Lyngholm. *Articles and cases for course module 2 and 4*.
- Mooij, Marieke K. de. 1994. *Advertising Worldwide: concepts, theories and practice of international, multinational and global advertising*. 2nd ed. New York: Prentice Hall. (Chapters 1, 3, 4 and 6).
- Nielsen, Orla. 1995. *Organisations købsadfærd i grundtræk*. 4. utg. Frederiksberg: Samfundslitteratur. (Chapters 1 - 10).
- Ottesen, Otto. 1992. *Markedskommunikasjon: Strategisk helhetsplanlegging for økt lønnsomhet*. København: Nyt Nordisk Forlag.
- Rognes, Jørn K. 1994. *Forhandlinger*. Oslo: Tano. (Chapters 3, 4, 7, 9 and 11).

## Recommended Literature

- Ottesen, Otto. 1996. *Buyer Initiativ; Ignored, but imperative for Marketing Management towards a new view of market communication*. 2<sup>nd</sup> ed. Stavanger: Høgskolen i Stavanger, Avdeling for økonomi-, kultur- og samfunnsfag.
- Selnes, Fred. 1993. *Markedsundersøkelser*. 3. utg. Oslo: Tano Forlag.

## Evaluation

The evaluation consists of two parts:

- |                            |      |
|----------------------------|------|
| 5-hour written examination | 40 % |
| Project                    | 60 % |

## Examination Aids

None

# Market Orientation

Study code:	MM 30
Examination codes:	MAN 2192.1 - Project 1 MAN 2192.2 - Project 2 MAN 2292.1 - Case MAN 2292.2 - Written examination
Faculty responsible:	Industrial Professor Runar Framnes
Department:	Market Oriented Management
Credits:	10

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## Objectives of the Programme

The programme aims to teach participants a market oriented management philosophy and insight into why such a philosophy should influence all the functions in an organisation. Participants will gain a deep insight into market analysis disciplines and how market information is used as a management tool.

Moreover, participants will gain a good insight into strategic market thinking and a basis for developing market strategies. A number of relevant cases from Norwegian trade and industry will be used. In addition, participants will be given the opportunity to formulate concrete projects based on problems in their own organisations and to perform them with professional guidance.

In our experience, many people are unclear about what marketing actually involves and for many people marketing is associated only with advertising and sales. The programme is based on the individual company. Marketing and the ways of thinking it uses are, however, also on the way in in state and municipal service organisations. Many of these organisations, which previously had subscribers, patients and, at a pinch, clients, have now understood that they actually have customers. Marketing starts with the company's strategy, which must, in turn, be rooted in customer requirements, demand and competitors. For the company, the result must be profitable goods and services – and satisfied customers!

Marketing does not represent one subject area, but gathers material from a number of fields such as economics, quantitative subjects, sociology, psychology, organisational theory, administration theory, etc. The programme is based on Norwegian and international research in the various marketing disciplines.

## General view of Subjects

The programme is divided into part subjects on which lectures are held over the five course modules in the programme.

- Subject 1 – Consumer behaviour
- Subject 2 – Market analyses
- Subject 3 – Market communication
- Subject 4 – Industrial marketing
- Subject 5 – International marketing and management
- Subject 6 – Market strategy
- Subject 7 – Market law
- Subject 8 – Case seminar in marketing

The 4th course module will be held at a hotel.

## Compulsory Literature

- Faafeng, Sverre og Runar Framnes. 1998. *Markeds- og konkurranserett*. Bergen: Fagbokforlaget
- Framnes, Runar, Erik Nes og Carl Arthur Solberg, red. 1998. *Articles in Internasjonal Marketing and Management*. Sandvika: Handelshøyskolen BI Forlag
- Helgesen, Thorolf. 1995. *Markedskommunikasjon - prinsipper for effektiv informasjon og påvirkning*. 3. utg. Oslo: Cappelen Akademiske Forlag.
- Kotler, Philip. 1997. *Marketing Management*. 9th ed. Englewood Cliffs, N.J.: Prentice-Hall.
- Selnes, Fred. 1993. *Markedsundersøkelser*. 3. utg. Oslo: Tano.
- Solberg, Carl Arthur. 1996. *Internasjonal markedsføring*. 5.utg. Oslo: Tano.
- Thjømøe, Hans Mathias. 1996. *Forbrukeratferd*. 5.utg. Asker: Singularis Forlag.
- Walles, R. 1981. *Markedsføringens resultatansvar*. Oslo: Tano-Norli
- Webster, F.E. jr. 1991. *Industrial Marketing Strategy*. 3rd ed. New York: Wiley.
- Collection of Acts.

## Recommended Prior Literature

- (for participants who require prior knowledge in marketing, statistics and/or methods)
- Framnes, Runar, Hans Mathias Thjømøe og Svein Erik Blom. 1997. *Markedsføringsledelse*. 5. utg. Oslo: Tano.
- Wenstøp, Fred. 1997. *Statistikk og dataanalyse*. 4. utg. Oslo: Tano. (chapters 1 - 5).

## Evaluation

- Case and written examination 40 %
- Projects I and II 60 %

## Examination Aids

- Collection of Acts without comments

# Business Development

Study code: MM 40  
Examination codes: MAN 7797 – Project  
MAN 7897 – Written examination  
Faculty responsible: Professor Olav Spilling  
Department: Innovation and Economic Organisation  
Credits: 10

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## Objectives of the Programme

A large number of people in Norwegian society work in different ways to organise business development. This takes place via various parts of the administrative apparatus at different levels and these are also important tasks within different forms of private activities such as financing institutions and business organisations. Business development is generally a very complex, complicated area and it can be difficult to know how to relate to different aspects of it. This also includes central issues such as how business development can be influenced and how to organise the development desired.

The programme was developed on request by the Norwegian Ministry of Local Government and Labour's Regional Policy Department which is concerned with improving the framework conditions for trade and industry and bringing about the necessary growth in the form of innovation and the establishment of new businesses. In this connection, particular importance is attached to ensuring that the business development apparatus functions effectively. One aspect of the development of this apparatus is the development of adequate knowledge on business development and the significance of the means apparatus.

## General view of Subjects

1st course module The techno-economic paradigm shift  
2nd course module Innovation, entrepreneurship, small and medium-sized enterprises (SME)  
3rd course module Local development strategies, company strategies, business plans  
4th course module National and regional strategies, means and framework conditions  
5th course module New businesses, techno-political strategies, regional innovation strategy  
6th course module Evaluation of project and examination

## Compulsory Literature

Amdam, Rolv P., Isaksen, A. & Olsen, G.M. 1995. *Regionalpolitikk og bygdeutvikling*. Oslo: Samlaget. (chapter 2.)  
Arbo, P. 1996. "Fra industriorientert til kunnskapsorientert modernisering". I *Det Nye Nord-Norge. Avhengighet og modernisering i nord*. Eriksen, red. Bergen: Fagbokforlaget.  
Berg, N.G. 1991. *Kjønnsperspektiv på entreprenørskap i distriktene*. Trondheim: Senter for samfunnsforskning, NTNU.  
Bergsgard, N.A. og Bolkesjø, T. 1996. *Etablererstipendet i et komparativt perspektiv. En sammenligning av stipendbedrifter og andre bedrifter*. Rapport 115. Bø: Telemarksforskning.  
Bukve, O. 1994. *Lokal utviklingspolitikk? Kommunen som næringspolitisk aktør*. Oslo: Samlaget.  
Gjems-Onstad, Ole. 1996. "Delingsregler - uløselig dilemma". I *Perspektiver på næringsutvikling*. Spilling, Olav R., red. Bergen: Fagbokforlaget.  
Halvorsen, Knut. 1996. *Hva kan vi lære av Montpellier?*. NIBR Rapport; 1996:2. Oslo: NIBR. (chapters 2, 3 og 4).  
Haraldsen, A. 1997. *Den digitale revolusjon*. 2. utg. Oslo: Tano-Aschehoug.  
Hervik, A. 1996. "Utvikling av en småbedriftspolitik i Norge". I *Perspektiver på næringsutvikling*. Spilling, Olav R., red. Bergen: Fagbokforlaget.  
Hervik, A., Arnestad, M. og Wicksteed, B. 1997. *Evaluering av FORNY-programmet: tilrådinger og endringsforslag*. Rapport nr 9703. Molde: Møreforskning.  
Isaksen, A., red. 1997. *Innovasjoner, næringspolitikk og regionalpolitikk*. Kristiansand: Høyskoleforlaget.  
Lange, E. og Sogner, K. 1996. "Industriell omstrukturering i historisk perspektiv". I *Perspektiver på næringsutvikling*. Spilling, Olav R., red. Bergen: Fagbokforlaget.  
Møller, G., Aarsæther, N. & Arbo, P. 1996. *Kommunale næringsfond - evaluering 1996*. Tromsø: NORUT Samfunnsforskning. (Extract).  
Reinert, E. S. 1997. *Det tekno-økonomiske paradigmeskiftet - konsekvenser for norske distrikts- og ressursbaserte næringer*. Oslo: Norsk Investorforum.  
Reve, T. og Walderhaug, K. 1997. *Fire gode år med SND? Evaluering og perspektiver*. Rapport 8/97. Bergen: Stiftelsen for samfunns- og næringsforskning.  
Reve, Torgert, Lensberg, T. og Grønhaug, K. 1992. *Et konkurransedyktig Norge*. Oslo: Tano 1992. (chapters 2, 3, 19, 20, 21, 22 og 23).  
Ringholm, T., Arbo, P., Nordnes, M. E., Fagerthun, H. W. & Pedersen, P. 1994. ".....og alle var enige om at det hadde vært en fin prosess". Rapport 19/94. Tromsø: NORUT Samfunnsforskning. (chapter 8).  
Spilling, Olav R., red. 1997. *SMB 97*. Bergen: Fagbokforlaget.  
Spilling, Olav R. 1996. "Struktur og dynamikk: Små bedrifter i næringsutviklingen". I *Perspektiver på næringsutvikling*. Spilling, Olav R., red. Bergen: Fagbokforlaget.  
Spilling, Olav R. og Kaltenborn, O. 1996. "Mot det entreprenørielle samfunn". I *Perspektiver på næringsutvikling*. Spilling, Olav R., red. Bergen: Fagbokforlaget.

St. meld. nr. 31. 1996-97. *Om distrikts- og regionalpolitikken.*

St. meld. nr. 4. 1996-97. *Langtidsprogrammet 1998 - 2001.* (chapters 1, 2, 3).

St. meld. nr. 41. 1997-98. *Næringspolitikk inn i det 21. århundret.*

Sundin, E and Holmquist, C. 1991. "The growth of women entrepreneurship - push or pull factors?". I *Recent research in entrepreneurship*. Davies, L.G. og Gibb, A. A., red. Avebury: Aldershot.

Sørhaug, T. 1996. *Om ledelse. Makt og tillit i moderne organisering.* Oslo: Universitetsforlaget 1996. (kap. 4, 5).

## **Evaluation**

The evaluation consists of two parts:

5-hour written examination      40 %

Project                                      60 %

## **Examination Aids**

None

# Internal Auditing and Administrative Quality Assurance

Study code: MM 23  
Examination codes: MAN 8092 - Project  
MAN 8192 - Written examination  
Faculty responsible: Professor T. Flemming Ruud  
Department: Accounting, Auditing and Law  
Credits: 10

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## Objectives of the Programme

The main objective of the programme is to give participants a thorough understanding of the interplay between the established strategies and objectives of companies and organisations and how quality assurance and good internal control can contribute to achieving these objectives in a cost-efficient manner. Participants will gain a thorough insight into the role, function and method of working of an operational auditor, including how internal and operational auditing can be established and organised within the defined areas of work and how auditors report to the right levels in the organisation.

The aim is give participants knowledge of methods for evaluating management and control systems. Quality assurance covers the overall requirements for administrative management and control and is intended to ensure that operative units function in accordance with established objectives and strategies in an effective manner.

## General view of Subjects

1st course module Quality assurance adapted to the company  
2nd course module Quality assurance and IT  
3rd course module Mapping and evaluating quality assurance  
4th course module Mapping and evaluating quality assurance  
5th course module Various forms of auditing

As a supplement to the programme, there will be a study trip to the University of St. Gallen and Zürich in Switzerland.

## Compulsory Literature

Ratliff, Richard L. 1996. *Internal auditing: principles and techniques*. Altamonte Springs, Fla.: Institute of Internal Auditors.  
Solberg, Marte. 1996. *Intern kontroll: et integrert rammeverk: oversettelse av COSO-rapporten*. Oslo: Cappelen akademisk forlag.  
(Original name: Internal control - integrated framework).  
Kristiansen, Marita og Solberg, Marte. 1997. *Forvaltning, styring og kontroll: CoCo-rapporten*. Oslo: Cappelen akademisk forlag / Norges interne revisorers forening. (Original name: Control and governance).  
*Codification of Standards for the Professional Practice of Internal Auditing*. 1989. Altamonte Springs, Fla.: Institute of Internal Auditors.

## Recommended Literature

Løken, Knut. 1996. *Kontroll*. 5. utg. Oslo: Cappelen akademisk forlag.

## Evaluation

The evaluation consists of two parts:  
5-hour written examination 40 %  
Project 60 %

## Examination Aids

None

# Management of Employment Law

Study code: MM 20  
Examination codes: MAN 7297 - Project  
MAN 7397 - Written examination  
Faculty responsible: Industrial Professor Sverre Faafeng  
Professor Henning Jakhell, University of Oslo  
Director and Lawyer Herdis Garmann Eriksen, Advokatene Haavind & Haga  
Department: Accounting, Auditing and Law  
Credits: 10

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## Objectives of the Programme

In recent years, companies and private and public organisations have undergone major reorganisation. Companies are bought and sold, merged and demerged. Increasing requirements for efficiency and reorganisation are a continuous challenge to most companies and organisations.

The objective of the programme is to give managers, shop stewards, personnel managers and employees involved with personnel knowledge of the rules of labour law to enable them to employ staff and tackle changes and reorganisations in a correct manner in terms of labour law. Participants will gain an insight into legal methods and the rules and agreements which regulate the relationship between an employer and an employee and how they are used in practice.

## General view of Subjects

1st course module Labour law  
2nd course module The contract of employment and its effects  
3rd course module Termination of the contract of employment  
4th course module Collective labour law  
5th course module Company transfers – outsourcing; working conditions of managers - international contracts of employment

## Compulsory Literature

Beck, T.H. 1996. *Arbeidslivets spilleregler*. 5. utg. Oslo: Tano Aschehoug.  
Friberg, O. 1998. *Arbeidsmiljøloven med kommentarer*. 7. utg. Oslo: Tano Forlag.  
Jakhell, Henning. 1996. *Oversikt over arbeidsretten*. 2. utg. Oslo: NSK-forlaget.  
Kjønstad, A. 1997. *Folketrygdloven*. Oslo: Universitetsforlaget.  
Storeng, Beck og Due Lund. 1996. *Praktisk arbeidsrett*. Oslo: Tano Aschehoug.

## Evaluation

The evaluation consists of two parts:

5-hour written examination 40 %  
Project 60 %

## Examination Aids

All aids permitted

# Management in Transportation

Study code:	MM 36
Examination codes:	MAN 4397 - Project MAN 4497 - Written examination
Faculty responsible:	Professor Dag Bjørnland
Special consultant:	Transport Manager Tom E. Granquist, Akershus County Municipality
Department:	Logistics and Marketing
Credits:	10

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## Objectives of the Programme

The objective of the programme is to give insight into the theory and practice of transport with the emphasis on national and international passenger transport. Theories and practice which are relevant for understanding, influencing and reinforcing mobility are central aspects of the programme. In connection with mobility, the important concept of sustainable mobility plays a major role.

The programme springs from the need for systematic further training of the many people who work in transport planning and in transport companies. Importance has been attached to providing both a broad overview and special competence in subjects which are considered to be important for the target groups of the programme. Participants will be able to apply planning methods with a better practical rooting after they have completed the programme.

## General view of Subjects

- 1st course module Passenger transport and welfare
- 2nd course module The operating conditions of public transport
- 3rd course module Traffic regulation, technology and infrastructure in passenger transport
- 4th course module Modelling passenger transport
- 5th course module Decision and consequence analysis

The fourth course module will be held at the University of Newcastle in the UK.

## Compulsory Literature

- Ortúzar, Juan de Dios og Luis G. Willumsen. 1994. *Modelling transport*. 2<sup>nd</sup> ed. Chichester: John Wiley. (Hovedbok)
- European Union (EU). 1994. *Europe 2000+*.
- European Union (EU). 1995. *The Citizens' Network*.
- Nordisk Transportforskning. 1995. *Strategisk planering inom transportsektorn*. København: Transportrådet.
- Norges Forskningsråd. 1995. *Kollektiv Persontransport: Erfaringer fra Nasjonal FoU-program for kollektivtransport*
- Tengström, Emin. 1991. *Billsmen i kris? En bok om bilen, människan, samhället och miljön*. Stockholm: Rabén & Sjögren. 1990 (via Handelshøyskolen BI)
- Transportøkonomisk institutt (TØI). 1987. *Reisevaner i Norge*.
- Transportøkonomisk institutt (TØI). 1993. *De lange reisene. Endringer i reisevaner 1991-92 for reiser som er 100 km eller mer*.
- Transportøkonomisk institutt (TØI). 1993. *Våre daglige reiser. Endringer i nordmenns reisevaner fra 1985-1992*.
- Transportøkonomisk institutt (TØI). 1995. *Fakta om kollektiv transport*.
- Transportøkonomisk institutt (TØI). 1996. *Transportytelser i Norge i 1946-1995*.
- Transportøkonomisk institutt (TØI). 1996. *Miljøhåndboken. Trafikk og miljøtiltak i byer og tettsteder*. (TØI is the Norwegian Institute of Transport Economics)

## Evaluation

The evaluation consists of two parts:

5-hour written examination	40 %
Project	60 %

## Examination Aids

None



# Project Management

Study code: MM 10  
Examination codes: MAN 1293 - Project  
MAN 1393 - Written examination  
Faculty responsible: Professor Erling S. Andersen  
Department: Technology Management  
Credits: 10

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## Objectives of the Programme

The objective of this programme is make the participants well equipped to manage projects and use the project as a form of working in their own organisations. Participants will become familiar with the requirements which working with projects makes of companies and organisations. Moreover, participants will learn about the many areas of application of projects.

Participants will learn the preconditions for a successful project and know that there are no ready solutions! Common errors which managers commit when establishing and implementing projects will be dealt with. Methods and techniques for planning, organising and following up projects will be discussed in depth. Participants will also learn about modern computer tools which are used in project administration. The use of these tools is always subordinate to the organisational and managerial requirements. Our objective is also for the individual participant to be motivated to work in and manage projects. The programme requires that participants have a certain level of practical experience from previous project work.

An especially challenging feature of this Management Programme is that, throughout the course, the participants must follow and evaluate an ongoing project chosen by themselves. The students are responsible for finding such a project and obtaining permission to describe and assess it. The student work must result in a written account of the project. This task may be done in a group of up to three students. It is of advantage if students, when they are admitted to the programme, begin to consider what options exist for following a project and bring these thoughts with them to the first course module.

## General view of Subjects

1st course module The project concept  
2nd course module The project and the basic organisation  
3rd course module The detailed project plan  
4th course module Organising the project work  
5th course module Project management, project implementation and project control  
6th course module Project manager simulation and Programme summary

## Compulsory Literature

Andersen, Erling S., Grunde, K. og Haug, T. 1993. *Måltrettet prosjektstyring*. 3. utg. Bekkestua: NKI-forlaget.  
Frame, J. Davidson. 1995. *Managing Projects in Organizations*. 2<sup>nd</sup> ed. San Fransisco, Calif.: Jossey-Bass.  
Graham, R. J. 1989. *Project Management as if People Mattered*. Bala Cynwyd, Pa.: Primavera.  
Jessen, Svein A. 1996. *Prosjektadministrative metoder*. 3. utg. Oslo: Universitetsforlaget.  
Jessen, Svein A. 1998. *Mer effektivt prosjektarbeid i offentlig og privat virksomhet*. Oslo: Tano Aschehoug.  
Koltveit, Bjørn J. og Torger Reve. 1998. *Prosjekt: organisering, ledelse og gjennomføring*. Oslo: Tano Aschehoug.  
Lockyer, K. and Gordon, J. 1996. *Project Management and Project Network Techniques*. 6<sup>th</sup> ed. London: Pitman.  
Mikkelsen, Hans og Jens O. Riis. 1996. *Grundbog i prosjektledelse*. 5. udg. Rungsted: Promet.

## Evaluation

The evaluation consists of two parts:  
5-hour written examination 40 %  
Project 60 %

## Examination Aids

Calculator, Texas 503/507

# Accounting, Tax and Company Law

Study code: MM 27  
Examination codes: MAN 4793 - Project  
MAN 4893 - Written examination  
Faculty responsible: Industrial Professor Hans Robert Schwencke  
Professor dr. juris Ole Gjems-Onstad  
Department: Accounting, Auditing and Law  
Credits: 10

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## Objectives of the Programme

After having completed this programme, participants will have expertise in and thorough knowledge of the principles of financial statements and tax for businesses. Participants will also have a solid insight into the most important elements of Norwegian company law and complete, up to date knowledge regarding the Tax Reform of 1992, including implementation in the financial statements. Moreover, participants will know the main features of international tax and accounting rules, including EU rules. This year, particular importance is attached to a review of the new Norwegian Accounts Act which is expected to enter into force for the 1998 annual report and accounts.

## General view of Subjects

Part course/subject 1 Accounts  
Part course/subject 2 Tax planning  
Part course/subject 3 Company law and company planning

## Compulsory Literature

Bettmo, H., et al. 1996. *Konsernregnskap*. 4. utg. Oslo: Ad Notam Gyldendal Forlag.  
Bettmo, H., et al. 1995. *Konsernregnskapet: Oppgavesamling med løsningsforslag*. Oslo: Ad Notam Gyldendal Forlag.  
Gjems-Onstad, Ole og Hock-Nielsen, E. 1997. *Skatteretten: Spørsmål og svar*. 4. rev. utg. Oslo: Ad Notam Gyldendal.  
Gjems-Onstad, Ole. 1998. *Norsk bedriftsskatterett 97/98*. Oslo: Ad Notam Gyldendal.  
Gjems-Onstad, Ole. 1998. *Selskapsrett - spørsmål og svar*. Oslo: Ad Notam Gyldendal.  
Gjems-Onstad, Ole. 1998. *Skattelovsamlingen 1997/98*. Oslo: Ad Notam Gyldendal.  
Gjems-Onstad, Ole. 1998. *Valg av selskapsform: en innføring i norsk selskapsrett*. 4 utg. Oslo: Ad Notam Gyldendal.  
Gravdahl, A. B. og Sørensen, T. 1998. *Årsoppgjøret i teori og praksis : Oppgavesamling med løsningsforslag*. Rasta: Økad forlag.  
Huneide, J.E. et al. 1996. *Årsoppgjøret i teori og praksis 1996*. Rasta: Økad forlag.  
Material handed out at lectures also represents curriculum.  
New Norwegian Accounts Act. Proposition to the Odelsting on the new Accounts Act.

## Recommended Literature

Nobes, C. og Parker, R., eds. 1995. *Comparative International Accounting*. 4<sup>th</sup> ed. London: Prentice Hall.

## Evaluation

The evaluation consists of two parts:  
5-hour written examination 40 %  
Project 60 %

## Examination Aids

The Acts of Norway or another printed collection of Acts without comments.  
The Norwegian Legal Gazette (Acts and Regulations)  
Reprints of Acts and Bills (only the text of the Act or Bill)

# Teamwork Management – Organisational Psychology

Study code: MM 16

Examination codes: MAN 5592 - Project

MAN 5692 - Individual home examination, 72 hours

Faculty responsible: Professor Paul Moxnes

Department: Intercultural Communication

Credits: 10

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## Objectives of the Programme

Norway has long been renowned as a pioneering country in organisational psychology. The Management Programme Teamwork Management - Organisational Psychology is based on Norwegian and international research and experience. It deals with practical and theoretical subjects such as team development, self-development, personality, unconscious forces in the organisation, fear and structure in work for change, factors which promote and inhibit learning, psychological preconditions for growth, handling conflicts, understanding one's own role and the roles of others, the role of managers and intervention strategies.

However, the overall objective of the programme will be to communicate a holistic understanding of the forces in human interaction on which well-being, productivity and renewal are based. An attempt will be made to integrate new skills and specialist knowledge with the experience of each participant. Each course module is designed as a sequence of integrated lectures, exercises and discussions. After the programme, participants will have practical psychological knowledge for use in companies and organisations in which changes are taking place ever more rapidly. Each participant will have new skills in management and interaction. The programme aims to communicate specialist psychological knowledge by means of a continuous process which gives great opportunities for personal development for those who want it.

## General view of Subjects

1st course module The psychology of a working group, management and interaction in and between groups

2nd course module Group psychology processes and the dynamics of a working group

3rd course module Organisational psychology processes, organisational development and change processes

4th course module Personality and development of personality, self-knowledge and understanding of others

5th course module Process consultation, intervention methods and consultant strategies

## Compulsory Literature

Bee, Helen L. 1995. *The Journey of Adulthood*. 3<sup>rd</sup> ed. Upper Saddle River, N.J.: Prentice Hall.

Bjartveit, Steinar og Trond Kjærstad. 1996. *Kaos og kosmos*. Oslo: Kolle Forlag.

Forsyth, Donelson R. 1990. *Group dynamics*. 2<sup>nd</sup> ed. Pacific Grove, CA: Brooks/Cole.

Moxnes, Paul. 1993. *Dyproller*. Oslo: Paul Moxnes.

Moxnes, Paul. 1989. *Hverdagens angst i individ, gruppe og organisasjon*. Oslo: Paul Moxnes.

Moxnes, Paul. 1995. *Psykologi og økonomi*. Oslo: Paul Moxnes.

Schein, Edgar H. 1987. *Organisasjonskultur og ledelse*. Oslo: Mercuri Libro.

Schein, Edgar H. 1987. *Process Consultation. Lessons for managers and consultants*. 2<sup>nd</sup> ed. Vol. 2. Reading, Mass.: Addison-Wesley.

Sharp, Daryl. 1992. *Personlighetstyper: C.G. Jungs typologiske modell*. Oslo: Paul Moxnes.

## Recommended Literature

Andersen, J. A. 1995. *Ledelse og ledelsesprosesser: Om hvilke svar ledelsesforskningen kan gi*. Oslo: Cappelen Akademiske Forlag.

Moxnes, Paul. 1981. *Læring og ressursutvikling i arbeidsmiljøet*. Oslo: Paul Moxnes.

Schein, Edgar H. 1996. *Organisasjonspsykologi*. Århus: Systime.

Svedberg, Lars. 1997. *Gruppsykologi*. Lund: Studentlitteratur.

## Evaluation

The evaluation consists of two parts:

72-hour home examination 40 %

Project 60 %

## Examination Aids

All aids permitted.

However, participants are not allowed to communicate with each other or others regarding the home examination during the home examination.

# Service Management

Study code: MM 33

Examination codes: MAN 6796 - Project

MAN 6896 - Written examination

Faculty responsible: Associate Professor Tor Wallin Andreassen

Deputy faculty responsible Associate Professor Inge Jan Henjesand

Department: Market Oriented Management

Credits: 10

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## Objectives of the Programme

To be attractive, today's managers and marketers must continuously develop themselves, their staff, their activities and their services to hold their own in markets which are changing and which are often no longer growing. Service quality, customer satisfaction, company reputation, staff satisfaction and relation building are central concepts for success. It is important to have a holistic perspective of the underlying factors which contribute to characterising the market behaviour of a company.

The theoretical and practical knowledge on which managers' and marketers' understanding of markets and customers is based has largely been characterised by product-producing companies in growth. Market conditions in the 90s are characterised by service companies competing in industries which are subject to structural changes while international competition grows.

The objective of the programme Service Management is to communicate theory, research and insight so that participants acquire new knowledge and skills associated with customer oriented marketing and effective management of service companies. The programme will deal with the concept of service and processes associated with service development and service supplies to increase repeat buying and create more loyal customers. The programme will also throw light on the strategic management and organisational development of service companies.

## General view of Subjects

1st course module Strategy in service companies

2nd course module Service marketing

3rd course module Service quality

4th course module Relation marketing

5th course module Management and organisation in service oriented companies

The 2nd course module will be held at a hotel.

## Compulsory Literature

Andreassen, Tor Wallin. 1995. *Serviceledelse*. 2. utg. Oslo: Ad Notam Gyldendal.

Andreassen, Tor Wallin. 1996. *Kundepleie i praksis. Relasjonsmarkedsføring på forbrukermarkedet*. Oslo: Ad Notam Gyldendal.

Gummesson, Evert. 1996. *Relasjonsmarkedsføring - fra 4 P til 30 R*. Oslo: Kolle Forlag.

Johnson, G. og Scholes, K. 1997. *Exploring corporate strategy*. 4th ed. London: Prentice-Hall.

Kouzes, James M. og Barry Z. Posner. 1995. *The Leadership Challenge: How to get extraordinary things done in organizations*. San Francisco: Jossey-Bass. (Norwegian edition may be used: *Sjefer som lykkes*. Oslo: Hjemmet Bokforlag 1996)

Rust, Roland T., Anthony J. Zahorik. og Timothy L. Keiningham. 1996. *Service Marketing*. New York: Harper Collins College Publishers.

Rust, Roland T., Anthony J. Zahorik. og Timothy L. Keiningham. 1994. *Return on Quality*. Chicago, Ill.: Probus Publishing Company.

Troye, S.V. 1993. *Markedsføring: Styling av kvalitet*. Oslo: Universitetsforlaget.

## Recommended Literature

Berry, Leonard L. og Parasuraman, A. 1991. *Marketing Services - Competing Through Quality*. New York: Free Press.

Normann, Richard og Rafael Ramirez. 1994. *Designing interactive strategy: From value chain to value constellation*. Chichester: Wiley.

## Evaluation

The evaluation consists of two parts:

5-hour written examination 40 %

Project 60 %

## Examination Aids

None

# Strategic Competence Management

Study code: MM 19

Examination codes: MAN 3295 Project  
MAN 3395 Written examination

Faculty responsible: Special Consultant at the Norwegian School of Management, Patrick Verde

Department: Knowledge Management

Credits: 10

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## Objectives of the Programme

Competence requirements are increasing continuously. In the work on strategic plans and company plans, the focus is increasingly on competence oriented measures. The authorities are increasingly making competence development a right of the individual.

Stricter requirements for flexibility and customer adaptation mean that both trade and industry and public administration are faced with an extensive need for target-oriented competence building. At the same time, we see that investments in competence do not produce automatic returns either for the company or for the individual employee. In order for competence to result in value creation and competitiveness, it is necessary to have a basic understanding of what competence is and how target orientation can be ensured in competence measures.

Competence management must be an integral part of a company's strategy. This programme aims to give you a basis for contributing to shaping and realising this strategy. Importance is attached to increasing your insight into the concept of competence, the conditions for competence resulting in value-creating action and the possibilities available for building up competence.

## General view of Subjects

1st course module The concept of competence  
2nd course module Strategy, learning and organisation  
3rd course module Competence requirements  
4th course module Competence measures  
5th course module Design and evaluation of the competence process

## Compulsory Literature

Bramley, P. 1996. *Evaluating Training Effectiveness*. 2. utg. London: McGraw Hill.  
Johanson, U., Johrén, A. og Jakhellin, J. 1992. *Personaløkonomi*. 2. utg. Oslo: Universitetsforlaget.  
Lai, Linda, med bidrag av Rolv Petter Amdam, Øyvind Martinsen og Erik Juel. 1997. *Strategisk kompetansestyring*. Bergen: Fagbokforlaget.  
Lai, Linda. 1995. *Kompetansekartlegging i kommunesektoren: om tilnærminger og metoder*. Oslo: Kommuneforlaget.  
Moxnes, Paul. 1982. *Opplæringsmetoder i arbeidslivet: en sammenlikning og evaluering*. Oslo: Institutt for sosialvitenskap / Paul Moxnes.  
Moxnes, Paul. 1981. *Læring og ressursutvikling i arbeidsmiljøet*. Oslo: Paul Moxnes.  
Nordhaug, Odd. m.fl. 1994. *Personalutvikling, organisasjon og ledelse*. 2. utg. Oslo: TANO. (Del I, III)  
Nordhaug, Odd, m.fl. 1993. *Kompetansestyring*. 2. utg. Oslo: TANO (del I, II, IV)  
Phillips, J.J. 1991. *Handbook of Training Evaluation Measurement Methods*. 2. utg. Gulf Publishing Company 1991 (chapters 8 and 10)

## Articles

Arnold, J. og Davey, K.M. 1992. "Self-ratings and superior ratings of graduate employees' competences during early career". *Journal of Occupational and Organizational Psychology*, 65.  
Baldwin, T.T. og Ford, J.K. 1988. "Transfer of training: A review and directions for future research". *Personnel psychology*, 41: 63-105.  
Bandura, A. 1990. "Refleksjon on Notability Determinants of Competence". In *Compence considered*. Stenberg R.J. og Kolligian, J. Jr., ed. New Haven: Yale Universiy Press.  
Blaug, M. 1980. *The Methodology of Economics - or how Economists Explain*. Cambridge: Cambridge University Press. (kap. 13).  
Brehmner, B. 1986. "In one word: Not from experience". In *Judgment and decision making: An interdisciplinary reader*. Arkes og Hammond, ed. Cambridge: Cambridge University Press.  
Feldman, J. 1986. "On the Difficulty of Learning from Experience". In *The Thinking organization*. Sims, Gioia og Ass, ed. San Francisco: Jossey-Bass Publ.  
Fiol, C. Marlene . 1994. "Concensus, Diversity, and learning in Organizations". *Organization Science*. Special issue: Cognition Within and between Organizations: Five Key Questions, 5, 3. (August)  
Lado, A.A. & Wilson, M.C. 1994. "Human Resource Systems and Sustained Competetive Advantage: A competence-based perspective". *The Academy of Management Review*, 19, 4. (October).  
Lawer, E. & Ledford, G. 1992. "A skill-based Approach to Human Resource Management". *European Management Journal*, 10, 4. (December)  
Moxnes, Paul. 1988. "Evaluering av ledertrening: Problemer, paradokser og en empirisk undersøkelse". *Tidsskrift for samfunnsforskning*, 29: 215-233.  
Prahalad, C.K. & Hamel, G. 1990. "The Core Competence of the Corporation". *Harward Business Review*, may-june.  
Roos, J. & Von Krogh, G. 1992. "Figuring Out Your Competence Configuration". *European Mangement Journal*, 10, 4. (December)  
Schön, D.A. 1983. "Organizational læring". In *Beyond Method, strategies for social research*. Morgan, Gareth, ed. Beverly Hills, Calif.: Sage Publications. (ss. 114-128)

Sternberg, R.J. 1990. "Prototypes of Competence and Incompetence". In *Compence considered*. Stenberg R.J. og Kolligian, J. Jr., ed. New Haven: Yale Universiy Press.

Warr, P. og Conner, M. 1992. "The measurement of effective working styles during entry-level training". *Journal of Occupational and Organizational Psychology*, 65.

### **Evaluation**

The evaluation consists of two parts:

5-hour written examination	40 %
Project	60 %

### **Examination Aids**

None

# Strategic Management

Study code: MM 11  
Examination codes: MAN 1092 - Project  
MAN 1192 - Written examination  
Faculty responsible: Associate Professor Tor Jarl Trondsen  
Department: Strategy  
Credits: 10

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## Objectives of the Programme

The increasing intensity of competition and the requirements for change in trade and industry have now been recognised by most people. In order for a company to succeed or, for that matter, to survive, the quality of the strategic decisions and their implementation is of the greatest importance.

Strategic management is not a defined technique which you can learn to become a good strategist. It is rather a deep understanding of the internal and external forces which act on the competition situation, the development of strategic alternatives and finally the successful implementation of one of them. The latter often results in changes in the organisation and working method. This programme was developed to give participants, who have varied theoretical backgrounds and professional experience, lasting competence in the various aspects of strategic management.

Theoretical knowledge without practical rooting is of little effect in the organisations from which the participants come. The learning process is therefore organised with a thorough introduction to recent theory in the various subjects discussed. The material is then dealt with in groups and finally individual aspects are discussed by all participants to clarify misunderstandings or to go more deeply into these aspects.

After the programme, participants are expected to be able to make a considerable contribution to a creative, practical strategic process in their respective organisations.

## General view of Subjects

- Strategic analysis
- Vision and visionary organisations
- Value creation
- Resource-based strategy
- Strategic choices and alliances
- Implementation of strategy
- Ethical perspectives in the strategy
- The influence of information technology on the strategy
- Global trends
- The function and significance of the Board of Directors vis-à-vis the strategy

The 1st course module will be held at a hotel.

As a supplement to the programme, there will be a voluntary study course module abroad in the spring of 1999.

## Compulsory Literature

Collection of articles (which will be sold at the first course module)

Edwards, C. 1991. *The Essence of Information systems*. New York: Prentice Hall.

Itami, H. og Roehl, T. W. 1987. *Mobilizing Invisible Assets*. Cambridge, Mass.: Harvard University Press.

Johnson, G. og Scholes, K. 1993. *Exploring Corporate Strategy*. 3rd ed. New York: Prentice Hall. (Chapter 1, 2, 3, 4, 5, 7, 9, 10, 11)

Levorsen, S. 1998. *Styrearbeid i praksis*. Oslo: Tano.

Lorange, Peter og Johan Roos. 1992. *Strategic Alliances*. Cambridge, Mass.: Blackwell.

Porter, Michael E. 1998. *Competitive Strategy*. 2nd ed. New York: The Free Press.

(Also published in Norwegian: Porter, Michael E. 1980. *Konkurransestrategi*. Oslo: TANO Aschehoug).

## Recommended Literature

Ferrell, O.C. og John Fraedrich. 1996. *Business Ethics: ethical decision making and cases*. 3rd ed. Boston, Mass.: Houghton Mifflin

Mintzberg, Henry, James B. Quinn og Sumantra Ghoshal. 1998. *The strategy process*. London: Prentice Hall.

In addition, material will be handed out at the lectures.

## Evaluation

The evaluation consists of two parts:

5-hour written examination 40 %

Project 60 %

## Examination Aids

None

# Strategic Personnel Management

Study code: MM 18  
Examination codes: MAN 4097 - Project  
MAN 4197 - Written examination  
Faculty responsible: Associate Professor Il Øyvind Martinsen  
Assistant Professor Bård Kuvaas  
Department: Knowledge Management  
Credits: 10

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## Objectives of the Programme

Even though the subject of personnel has been a central aspect of management for several decades, the subject developed internationally during the 1980s to become one of the most central strategic areas for organisations. One of the reasons is that society's business profile has changed almost dramatically from mainly production companies to service and knowledge industries. The human aspect and basic values of individual companies have been paid greater attention - also internationally. The reason for this development is the increasing interest in motivation and inspiration at work. This interest has given the concepts of management and co-operation new contents.

As a consequence of this increasing understanding, the methods of managing work have clearly changed. There is an indisputable connection between activity planning and general company strategy on the one hand and personnel planning and development of competence on the other. This connection makes it necessary for managers to make a number of personnel strategy choices as part of their tasks as managers. Recent developments in and challenges from information technology and the information society are further accelerating our choices and priorities in the short and long terms.

Organisations are faced with major ideological, cultural and production-related challenges. This makes it important to spread knowledge on and insight into the policy and strategy for personnel management which will be applied in the future. The objective of the programme is to give participants the basic competence to make choices in a well thought-out, holistic manner. The programme focuses on strategic thinking in relation to the actual environment and implementation process in the organisation.

## General view of Subjects

1st course module Personnel management in a strategic perspective  
2nd course module Competence and performance  
3rd course module Relations and interaction  
4th course module Change and reorganisation  
5th course module Management and strategies; integration of HR perspectives and implementation of HR strategies

## Compulsory Literature

Beaumont, P. B. 1993. *Human Resource Management: Key Concepts and Skills*. London: Sage.  
Dowling, P.J., Schuler, R.S. og Dencie E. Welch, 1994. *International Dimensions of Human Resource Management*. 2nd ed. Belmont, Calif.: Wadsworth.  
French, W.J., Bell Jr., C. H. & Zawacki, R. A. 1994. *Organization Development and Transformation: Managing Effective Change*. 4th ed. Burr Ridge, Ill.: Irwin. (selected chapters).  
Kaufmann, Geir og Astrid Kaufmann. 1998. *Psykologi i organisasjon og ledelse*. 2. utg. Bergen: Fagbokforlaget.  
Lai, Linda (med bidrag av Rolv Petter Amdam, Øyvind Martinsen og Erik Juel. 1997. *Strategisk kompetansestyring*. Bergen: Fagbokforlaget.  
Nordhaug, Odd. m.fl. 1998. *Kompetansestyring i arbeidslivet*. Oslo: Tano.  
Roos, Göran, Georg von Krogh og Johan Roos. 1997. *Innføring i strategi*. 2. utg. Bergen: Fagbokforlaget.  
Troye, S. V. og Grønhaug, K. 1993. *Utredningsmetodikk - hvordan skrive en utredning til glede for både deg selv og andre*. 3. utg. Oslo: Tano.  
Yukl, G. 1998. *Leadership in organizations*. 4th ed. New Jersey: Prentice Hall. (selected chapters).

## Recommended Literature

Bang, H. 1995. *Organisasjonskultur*. 3. utg. Oslo: Tano.  
Schein, Edgar H. 1994. *Organisasjonskultur og ledelse. Er kulturendring mulig?*. Oslo: Libro Forlag.  
Sims, H.P. & Lorenzi, P. 1992. *The New Leadership Paradigm*. Newbury Park, Calif.: Sage.

## Evaluation

The evaluation consists of two parts:  
5-hour written examination 40 %  
Project 60 %

## Examination Aids

None



# Managerial Economics

Study code: MM 26  
Examination codes: MAN 8498 - Project  
MAN 8598 - Written examination  
Faculty responsible: Associate Professor Pål Berthling-Hansen  
Senior Lecturer Espen Skaldehaug  
Department: Accounting, Auditing and Law  
Credits: 10

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## Objectives of the Programme

The overall objective of the programme is to give participants insight into a company's different financial problem areas. Participants will receive both a theoretical and a practical introduction to the use of modern financial management instruments. Understanding the methods for effective reporting, optimisation of business management decisions and cost estimation will be central subjects of the course. Each course module is organised as a sequence of integrated lectures, exercises and discussions. After having completed the programme, participants will have knowledge about business management problems which can easily be used in practice.

## General view of Subjects

1st course module Basic principles of finances/financial management  
2nd course module Target-oriented management and activity-based understanding of costs  
3rd course module Investment analysis  
4th course module Financial decision-making methods and company waste  
5th course module Accounts analysis, credit rating and liquidity management  
6th course module Performance assessment and presentation of projects

## Compulsory Literature

Horngren, C. T., Foster, G., Datar, S. 1994. *Driftsregnskap*. London: Prentice Hall. (also published in Norwegian: Oslo: ad Notam Gyldendal)  
SAM. 1993. *Lönsomme kunder, lönsomme företag. ABS – teknikens grunder*. Stockholm: Brombergs.  
Levy, H. and Sarnat, M. 1993. *Capital Investment and Financial Decisions*. 5 utg. New York: Prentice Hall Europe.  
Skaldehaug, Espen. 1998. *Oppgavesamling i økonomistyring III/Foretaksøkonomi*. Sandvika: Handelshøyskolen BI.  
Scherr, F. C. 1989. *Modern Working Capital Management*. Englewood Cliffs, N.J.: Prentice Hall.  
Eklund, T. og Knutsen, K. 1997. *Regnskapsanalyse: Aktiv bruk av regnskapet*. 5. utg. Oslo: Universitetsforlaget.

Articles

## Evaluation

The evaluation consists of two parts:  
5-hour written examination 60 %  
Project 40 %

## Examination Aids

All aids permitted

# Final Compulsory Programme – Leadership Navigation

Study code:	MM 41
Examination codes:	MAN 9098 - Project, 7 credits MAN 9198 - Written examination, 3 credits
Faculty responsible:	Professor Torger Reve Associate Professor Johan From Associate Professor Knut Haanæs
Departments:	Strategy and Public Governance
Credits:	10

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## Objectives of the Programme

The title of this concluding programme in the Master of Management course, Leadership Navigation, reflects the fact that the task of a manager is to manage and lead in difficult, complex situations. The programme's starting point is that this complexity comes both from the environment, which is changing increasingly and becoming more difficult to interpret, and from the organisation itself, which does not always move in the direction expected.

The aim of this programme is, therefore, that the knowledge and insight which the students have gained from their respective Management Programmes and the experience and knowledge which they have from their professional lives are combined in a uniform management perspective to handle complex environments and organisations. This programme will, therefore, allow participants to integrate their knowledge and build further on the strength of the Management Programmes, thus providing extensive individual in-depth study.

To achieve this objective, the programme will emphasise two main subjects, "strategic management" and "organisational management", and not least the connection between them. The first subject emphasises the importance of being able to interpret and understand complex environments and acting strategically in relation to them. Strategic analysis will be central in this part. The second subject emphasises the importance of understanding organisations and their "behaviour" in order to be able to enable them to move in the direction desired by the management. Quality theory will be a central subject here. The concept of "leadership navigation" reflects the fact that it is important for managers of all organisations to be able to change between these levels and see the connection between them. The educational organisation of the programme will, therefore, take this into consideration. Among other things, students will complete one project which integrates the two main subjects of the programme.

The programme leads to the Master of Management degree.

## General view of Subjects

1st course module	Competitive excellence
2nd course module	International excellence
3rd course module	Strategic excellence
4th course module	Business excellence
5th course module	Organisational excellence
6th course module	Management excellence

The 2nd course module will be held in co-operation with a foreign university and specialist environment.

## Compulsory Literature

Barney, Jay B. 1997. *Gaining and sustaining competitive advantage*. Reading, Mass.: Addison- Wesley.  
Conti, Tito. 1997. *Organizational Self-Assesment*. London: Chapmann & Hall.  
Collections of articles

## Evaluation

The evaluation consists of two parts:

4-hour written examination	30 %
Project	70 %

## Examination Aids

None

## **Study Regulations for the Norwegian School of Management BI**

### **Contents:**

#### **Chapter I - General rules**

- §1 - Whom do the regulations apply to
- §2 - The students' duty to acquire and obtain information
- §3 - Admission
- §4 - Tuition fees
- §5 - Withdrawal, interruption of study and leave of absence
- §6 - Prolonged time of study
- §7 - Disciplinary regulations
- §8 - Diplomas

#### **Chapter II - Examinations**

- §9 - Definitions
- §10 - Forms of examination
- §11 - Syllabus
- §12 - Exemption from examinations
- §13 - The right to sit for an examination
- §14 - Participation in and attendance at examinations
- §15 - Examination fee
- §16 - Extra time for examinations
- §17 - Cheating
- §18 - Re-sit
- §19 - Grading
- §20 - Appeals relating to examination results
- §21 - Grades and certificates
- §22 - Special rules for multiple choice examinations
- §23 - Rules relating to order at examinations

#### **Chapter III - Other rules**

- §24 - Amendments
- §25 - Reservations
- §26 - Entry into Force

#### **Chapter IV - Special rules**

- §26 - Special rules for the various study programs

## **Chapter I**

### **General rules**

#### **§1 Whom do the regulations apply to**

These regulations apply to all students at the Norwegian School of Management BI. For the purpose of these Regulations a student means a person who has a written, binding contract of study with the Norwegian School of Management BI that is still in force.

#### **§2 The students' duty to acquire and obtain information**

Every student has a duty to acquaint himself/herself with the rules and regulations in force at the Norwegian School of Management BI, as well as the special rules that apply to the program attended by the student. Furthermore, the student has an obligation to acquaint himself with the curricula, examination plans, routines relating to registration for examinations, and the prerequisites for sitting examinations. The student has a duty to inform the Norwegian School of Management BI about a change of name and address.

#### **§3 Admission**

- a) An applicant who accepts an offer for a place of study must, within a given time limit, return a signed contract of study. Through such an acceptance the applicant is bindingly registered as a student at the Norwegian School of Management BI with all the obligations following from this. Applicants can, however, withdraw from the program before it starts provided that written notification of this is given by registered letter within the time limits specified in the contract of study.
- b) Within the framework of the above specific admission requirements apply to each study program.
- c) A student who has accepted a place of study at one of the study programs of the Norwegian School of Management BI may change program if he/she is later offered a place of study, which he/she has accepted, at one of the school's other programs.
- d) This section does not apply to in-company courses. Admission to such courses is governed by special rules, cf. Chapter IV.
- e) Appeals in respect of formal errors relating to the processing of the application for admission must be made to a special committee appointed by the Senate of the Norwegian School of Management, or by someone authorized by the Board to do this.

#### **§4 Tuition fees**

- a) Every student has a duty to pay the tuition fee for the fixed period of study for the relevant program, cf. also §5. The fixed period of study for each program and any time limit for the prolongation of the period of study are stated in the specific rules for each study program. A student is obliged to pay the tuition fee for the fixed period of study even if he/she completes the program in a shorter period of time. Students granted exemption from examinations on study programs offered by the Norwegian School of Management BI on the basis of examinations taken at other institutions are not given any reductions in tuition fees. A certificate is not issued until the student has met his/her financial obligations towards the Norwegian School of Management BI.

- b) Failure to pay the tuition fee will entail loss of the place of study and regular legal recovery of any amount due.

## **§5 Withdrawal, interruption of study and leave of absence**

- a) Should a student wish to withdraw from a course or a study program, such withdrawal is possible within the deadlines stated in the specific rules for each study program. The Norwegian School of Management BI must be notified of the withdrawal by registered mail; not until then will the withdrawal of the student be registered, and the student be free from any further obligations of payment.
- b) If justified by particularly weighty reasons, e.g. serious illness, a student can apply for withdrawal from his/her study during the academic year and be free from any further obligations of payment. The reason for the withdrawal must be documented by a medical certificate or other relevant documentation. On the basis of this documentation the Norwegian School of Management BI will decide whether sufficient reason for withdrawal exists.
- c) Students who have withdrawn from a study program will have to apply for readmission if they want to resume their study at a later date.
- d) Students have the opportunity to apply for a leave of absence (suspension of study) of up to one year's duration in order, for example, to do their national service or for other weighty reasons. In case of pregnancy, students, following an application, may be granted a leave of absence of up to one year's duration for each pregnancy. An application for leave of absence, with reasons and requested duration stated, must be sent by registered mail.

## **§6 Prolonged time of study**

This regulation does not apply for students at MBA and MSc – programmes

The period allowed to complete the study is two years past regulated time of study. The regulated time of study is written in the student contract. For students taking single courses, the period allowed to complete the course is one year past regulated time of study. Candidates who want to re-sit his exam/s after this, has to apply for new admission to the study or course. Norwegian School of Management will then, freely evaluate whether the candidate's former passed exams can be evaluated as a part the degree wished obtained.

## **§7 Disciplinary regulations**

- a) A disciplinary punishment can be imposed on students who are found guilty of gross offence against the rules and regulations in force at the Norwegian School of Management BI. This also applies to students who have shown unworthy conduct harming or likely to harm the general reputation of the Norwegian School of Management BI. The Board of Governors, with a 2/3 majority, can decide to expel a student for a certain period of time or forever.
- b) As regards violation of the rules relating to examinations (cheating) the specific rules stated in Chapter II are referred to.

## **§8 Diplomas**

On the completion of a study program a candidate will receive a diploma showing that he/she has met the requirements stated for the study program in question, and also showing the grades he/she has obtained at the required examinations. A diploma is not issued until the candidate has met all his/her financial obligations towards the Norwegian School of Management BI.

## **Chapter II**

### **Examinations**

#### **§9 Definitions**

- a) For the purpose of these regulations *an examination* means an arrangement by which the skills and knowledge of the student are systematically assessed in accordance with academic norms in order to determine a grade expressing the level of knowledge and skills reached by the student.
- b) An examination may apply to a complete course, parts of a course, or several courses.
- c) For the purpose of these Regulations a *re-sit* means a new examination.

#### **§10 Forms of examination**

- a) The forms of examination in force at present are the following:
  - Written examinations
  - Oral examinations
  - Term papers
  - Presentations in class

Further rules are provided in the specific rules for each study program, where such rules have been given.

- b) Form of examination, allowed aids at the examination, as well as examination group size, if relevant, are stated in the descriptions of courses or subject areas.
- c) If justified by particularly weighty reasons a candidate may apply to the relevant director of study to take an oral examination instead of a written one.

#### **§11 Syllabus**

All examinations are based on the syllabus in force at any given time

#### **§12 Exemption from examinations**

Following an application the Norwegian School of Management BI may exempt a student from taking the examination on a specific course on the basis of examinations taken at the Norwegian School of Management BI or at other schools or universities. Such an application must be sent to the administrative unit for the relevant study program.

#### **§13 The right to sit for an examination**

Students who meet the following requirements have the right to sit for an examination:

1. Have a contract of study authorizing admission to the relevant examination.
2. Meet any special academic or other requirements for participation in the relevant examination
3. Are registered for the examination within the registration deadline.
4. Have made fewer attempts to take the relevant examination than provided for in the contract of study, cf. § 18.
5. Have paid any tuition fees due.

#### **§14 Participation in and attendance at examinations**

- a) An attempt at taking an examination is considered to have been made if the student is registered for the relevant examination within the deadline for withdrawal from the examination, and if he/she has not provided documentation for legitimate absence, e.g. illness, from the examination within two weeks of the date of the examination.
- b) When appearing for the examination candidates must produce valid identification with a photo. Examination candidates who are not able to prove their identity can be dismissed from the premises, cf. § 23 c).

#### **§15 Examination fee**

- a) The examination fee for the first attempt to take an examination is usually included in the tuition fee, cf. § 12, no. 5. Exceptions, however, may occur, and if so, information about such exceptions will be provided in each individual case.
- b) The re-sit fee must be paid separately.

#### **§16 Extra time for examinations**

Within specified time limits the candidate may apply in writing to the college/center of study where he/she is a student for a prolongation of the time for an examination. Documentation by an expert person of the grounds on which the application is based must be enclosed with the application. This documentation must be dated in the same semester as the examination is to be taken. A special application form must be used.

#### **§17 Cheating**

If an examination candidate is caught cheating or attempting to cheat, this will be reported to the Vice President of the relevant unit who in each individual case must decide what action should be taken. The candidate will be informed about the decision; it will also be reported to the Vice President for Administration and Finance in the form of an anonymous summary. The Vice President for Administration and Finance will include this in the precedent file.

The decision taken by the Vice President for a unit can be appealed against. The time limit for an appeal is three weeks after the candidate has been informed about the decision. The appeal must be sent to the Vice President for Administration and Finance, who will prepare the case for the Board of Governors.

The normal reaction to cheating is cancellation of all the examination papers produced by the candidate during the relevant semester/term, in addition to one year's expulsion from the Norwegian School of Management BI. In case of group examinations all the participants have an independent responsibility for the complete examination paper.

#### **§18 Re-sit**

- a) A candidate can make no more than three attempts at taking an examination.
- b) If a course is omitted without being replaced by a new course, two extra examinations are normally held.
- c) The provisions under a) and b) do not apply for the following degrees: Master of Business Administration, Executive Master of Business Administration and Master of Science. The re-sit arrangements for students on these programs are stated in the specific rules for these programs, cf. Chapter IV.

## **§19 Grading**

- a) Normally, examination papers are graded by two independent examiners, one of whom is not permanently associated with the Norwegian School of Management BI.
- b) Different parts of the examination can be weighted independently. The weighting arrangement must be stated in the question paper, and it must be used in the process of grading.
- c) In case of a re-sit the best grade will apply.
- d) An examinee who withdraws from the examination pursuant to §23 f), will receive the grade *Failed*.

## **§20 Appeals relating to grades**

- a) Regulations relating to justification and appeals against grades at universities and colleges adopted by the Ministry of Education, Research and Church Affairs on 19 January 1973, apply correspondingly.
- b) If grading guidelines have been given, these must be available for the candidates simultaneously with the completion of the grading for the relevant examination period.
- c) The candidate is entitled to an explanation of the result of the examination. This explanation can be given either orally or in writing by one of the examiners. A demand for such an explanation must be based on facts and submitted no later than two weeks from the time mentioned under b) above.
- d) A grade can be appealed against. Such an appeal must be submitted no later than one week after the explanation of the grade has been given. In case of a group examination the appeal must be signed by all the examinees. The appeal will be dealt with by a committee appointed by the Board of Governors, or by someone authorized by the Board.
- e) Should the committee find an obvious disparity between the performance of the candidate at the examination and the grade given, the committee will determine a new grade. An obvious disparity exists if the committee finds that the grade originally given must be changed by at least 0.3. Exceptions from this rule are the second year of the Associate Degree Program in Real Estate Studies, where the change must be at least 0.5, and the Master of Science Program where the change must be at least 0.2. The change can be in the candidate's favor or disfavor. The committee's decision is final.
- f) Oral examinations and presentations in class cannot be appealed against.
- g) The Board of Governors can give further rules relating to the basis for a grade, the form and content of the appeal, the deadline for an appeal, the composition of the appeals committee, which body the appeal must be made to, and what is to be considered an obvious disparity under this rule.
- h) In addition the rules in Chapter VI of the Public Administration Act apply.



## **§21 Grades and diplomas**

- a) The scale of grades for individual examinations is 1.0, 1.1, 1.2, etc. up to 6.0 where 1.0 is the best grade. The lowest pass grade for individual examinations is 4.0. The grading intervals for individual examinations are as follows:
- |           |           |
|-----------|-----------|
| 1.0 – 1.9 | Excellent |
| 2.0 – 2.5 | Very Good |
| 2.6 – 3.2 | Good      |
| 3.3 – 4.0 | Fair      |
| 4.1 – 6.0 | Failed    |
- b) In case of a failed examination the numerical grade will not be communicated to the student.
- c) The grade point average for a completed study program is determined with two decimal places. To obtain a degree/final diploma the student must have a grade point average of at least 3.25. An exception from this rule is the second year of the Associate Degree Program in Real Estate Studies where the grade point average must be at least 4.00. On the diploma the grade point average intervals are as follows:
- |             |           |
|-------------|-----------|
| 1.00 – 1.99 | Excellent |
| 2.00 – 2.50 | Very Good |
| 2.51 – 3.25 | Good      |
- d) The scale 3.26 – 4.00 is used at the Associate Degree Program in Real Estate Studies according to special regulations.
- e) The grade point average is determined on the basis of the number of credits for the relevant offerings. With respect to the Financial Services Studies and the Registered Auditor Program the special requirements stated in the specific rules for these programs also apply.
- f) A grade point average will normally not be given if more than 20% of the fixed number of credits for the relevant program has been approved from other educational institutions.
- g) For the titles Master of Business Administration, Executive Master of Business Administration and Master of Science different grading scales are used as stated in the special rules for these offerings, cf. Chapter IV.

## **§22 Special rules for multiple choice examinations**

- a) The candidates must use the answer sheet that is handed out and follow the attached instructions.
- b) The grading of multiple choice examinations consists in checking the answer alternative chosen by the candidate against the key. For this type of examination grading guidelines are not given.
- c) In case of an appeal against a grade given the candidate's answer sheet is checked once more against the key. The result of this check must be communicated to the candidate in writing together with a possible new and final grade.

## **§23 Rules relating to order at examinations**

- a) The candidate must be on the examination premises at least 15 minutes before the examination starts. Candidates who arrive after the examination has started, or who have been informed in writing to sit for the examination in other examination premises can be refused admittance.

- b) Candidates who have been granted extra time for the examination, cf. §16 must bring with them written certification of this to be presented at the examination. Candidates with extra time for the examination must appear 20 minutes before the examination begins.
- c) At request candidates must present proof of identity, cf. §14. Valid identification includes a student identity card with a photo, a driving license, a passport or some other document with a photo that is accepted as public proof of identity. Candidates without valid identification may be refused to sit for the examination.
- d) The use of aids that are not allowed is to be considered as cheating, cf. §17. Candidates are not allowed to borrow aids from each other. The candidate has a duty to acquaint himself with what aids are allowed. Bags, etc. must be left where assigned. Mobile phones, beepers, PCs, etc. are not allowed in the examination premises.
- e) The front page of the question paper contains a specification of its contents. The candidate is responsible for checking that this information corresponds with the question paper he/she has received. The candidate can only use the rough sheets and copy sheets that are handed out by the invigilators. On each copy sheet the registration number, examination code and page number must be filled in. On the first page, moreover, the course name and the place where the examination is held must be specified. For regular, written examinations a pencil cannot be used for copying out. A rough copy that has been handed in is not accepted as an answer.
- f) Candidates who withdraw from the examination after the question paper has been handed out, are not allowed to leave the premises until after one hour and after the attendance list has been signed. In such cases the candidate will receive a *Failed*, cf. §19 d).
- g) When a candidate wants to leave the examination premises temporarily, one of the invigilators must be notified. The candidate will remain seated until the invigilator allows him to rise. No one can leave the examination premises until one hour after the examination has started.
- h) During breaks outside the examination premises the candidate has a duty to observe any instructions given by the invigilator. The candidate is not allowed to communicate with anybody but the invigilators or leave the immediate surroundings of the examination premises.

### **Chapter III**

#### **Other rules**

#### **§24 Amendments**

- a) At any given time the Norwegian School of Management BI has the right to make amendments to rules and regulations relating to the institution. This includes the right to change curricula, the time and place of the teaching, teachers, tuition fees, etc., and the right to deviate from information given in the various publications issued by the different units of the Norwegian School of Management BI.
- b) A change in tuition fees must be approved by the Board of Governors of the Norwegian School of Management BI.

- c) Amendments relating to rules and regulations, as well as other provisions must be approved by the Senate of the Norwegian School of Management or a body authorized by the Senate to do so.
- d) Amendments relating to curricula must be approved by the Senate of the Norwegian School of Management or a body authorized by the Senate to do so.
- e) The students must be informed about any changes and as soon as possible and in an appropriate way.

## **§25 Reservations**

The Norwegian School of Management BI makes reservations as regards possible printing errors in the information to students, course descriptions and other documentation relating to each program.

## **§26 Entry into Force**

These rules and regulations shall enter into force on 1 June 1998.

# **Chapter IV**

## **Special rules**

## **§27 Special rules for the various study programs**

Special rules have been prepared for the following offerings:

- Master of Business Administration
- Master of Science
- Master of Management
- Master of Business and Economics
- Registered Auditor
- Associate in Real Estate Studies
- Studies at the Norwegian School of Management BI – the Business Colleges, the School of Marketing and Distance Learning
- Studies at the Norwegian School of Management BI – Financial Services Studies
- Further and continuing education courses offered by the Norwegian School of Management BI; the corporate market and the individual student market.