

***Trondheim Business School
Sør-Trøndelag University College***

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GENERAL INFORMATION

NORWEGIAN EDUCATION

Norway has ten years of compulsory schooling, starting at the age of six. This education is divided into seven years of elementary school and three years at lower secondary school. Public education covers subjects such as Norwegian, mathematics, geography, history, social sciences, natural sciences and English. The ten-year compulsory school is controlled by the state in all aspects and ensures that all children have equal access to the same high quality education.

For those who plan a university or college education, three more years of study at upper secondary school (Videregående skole) are required. Compulsory subjects are: Norwegian, English, modern languages (usually French or German), social studies (i.e. geography, history/civics), mathematics, natural science and religion. These students can specialize in subjects such as: mathematics, physics, chemistry, biology, history, law, social studies, economics, business administration or languages (English, German, French, Spanish, Latin).

Students who have successfully passed the upper secondary school examination may then apply for admission to Norwegian universities and colleges. In England and Wales, this examination from upper secondary school is normally considered to satisfy the general admission requirements of universities and polytechnic colleges. In the United States, the Norwegian upper secondary school equals the first year of college education.

EDUCATION IN TRONDHEIM

Our college is located in Trondheim, which is the third largest city in Norway. Trondheim is an old city founded in the year 997 by the Viking King Olav Tryggvason, and has been an important centre of culture and trade in Scandinavia. Today 150 000 inhabitants and 25 000 students make Trondheim a city that is large enough for a wide variety of cultural events, sports and other leisure time activities. The city is, however, small enough to have a friendly atmosphere, low crime rates and few traffic jams. Like most places in Norway, hills, forests and mountains are on our doorstep.

Trondheim is an important centre for higher education in Norway. The most important institutions of education in Trondheim are:

Sør-Trøndelag University College (HiST)
Norwegian University of Science and Technology (NTNU)

Both institutions offer education from undergraduate to postgraduate degrees. NTNU also has PhD education.

TRONDHEIM BUSINESS SCHOOL

Seven regional colleges in Sør-Trøndelag were merged to form one university college in 1994. This unified about 6000 students and four college campuses.

Trondheim Business School (TØH) was founded in 1967, and has since then been the largest institution offering business studies in central Norway. Since the start, the business school has grown rapidly, and the number of study programmes has increased substantially. Today, we have approximately 1000 full-time students.

Trondheim Business School has a staff of 42, of which 31 are teachers/professors. There are also about 10-15 part-time lecturers from the university and industry, who give lectures on a regular basis. Parallel to teaching, our highly qualified staff is engaged in many related activities, such as research, consultancy and writing textbooks. Some important research fields are:

- Tax planning
- Business ethics
- Organizational economics
- Mergers and acquisitions
- Entrepreneurship and innovation
- Health economics and hospital research
- Public sector economics
- Transfer and evaluation of learning
- Management training
- Sports economics
- Problem-based learning
- Organization and gender
- Consumer behaviour
- Finance

The research activities and the close professional contact with industry give our professors an excellent basis, from which they can offer high quality academic teaching. As it is our goal to be one of the main forces in the development of business competence, we encourage and support the close cooperation we have with industry and public life.

ADMISSION REQUIREMENTS

The basic entrance requirements for Norwegian applicants are upper secondary school in General Studies or Administration and Commerce. Because of the very large number of applicants, a high score in upper secondary is necessary to enter our programmes.

For international applicants, the basic entrance requirements will vary, according to which country their basic education was completed.

All international applicants must take a test in Norwegian, similar to the TOEFL.

All applicants must be able to document very good academic results in their previous education.

CREDIT SYSTEM

From 2002, Norwegian universities and colleges have been using a credit system that is equivalent to the European Course Credit Transfer System (ECTS).

ECTS is a credit system based on student workload. The student workload refers to the time spent in lectures, projects, written assignments and independent study. It includes all work needed to prepare for examinations.

The basic allocation of academic credits in ECTS is 60 credits per academic year or 30 credits per semester.

Credits are awarded only when the courses have been completed and all necessary examinations have been passed.

EXAMINATION GRADES

The students' academic performance is assessed both through final examinations and various assignments during the academic year. Grades are awarded according to a graded scale from A (highest) to F (lowest), with E as the minimum passing grade. A pass/fail mark is given for some examinations.

For examinations taken at other approved institutions (mostly universities and other regional colleges), the term "APPROVED" will be used when these examinations count as a part of the education at our school.

The grading is as follows:

Symbol	Description	General, qualitative description of valuation criteria
A	Excellent	An excellent performance, clearly outstanding. The candidate demonstrates excellent judgement and a high degree of independent thinking.
B	Very good	A very good performance. The candidate demonstrates sound judgement and a very good degree of independent thinking.
C	Good	A good performance in most areas. The candidate demonstrates a reasonable degree of judgement and independent thinking in the most important areas.
D	Satisfactory	A satisfactory performance, but with significant shortcomings. The candidate demonstrates a limited degree of judgement and independent thinking.
E	Sufficient	A performance that meets the minimum criteria, but no more. The candidate demonstrates a very limited degree of judgement and independent thinking.
F	Fail	A performance that does not meet the minimum academic criteria. The candidate demonstrates an absence of both judgement and independent thinking.

TRANSCRIPT OF GRADES

Normally a transcript of grades is only issued to students who have not yet completed their study. For exchange students we issue a transcript on official paper with original signatures, and these will be sent both to the student and the home university.

BEING A STUDENT AT OUR SCHOOL

The education at our institution and most colleges/universities in Norway, is based upon three main types of working situations:

- lectures
- group work
- individual work

At our college, we have lectures combined with group work. During the lectures, priority will be given to a combination of teaching methods involving a high level of student activity, new forms of assessment and regular feedback that promote learning, in order to inspire and help students when studying on their own.

The students participate in group work with others, doing case studies, writing papers, discussing current problems etc. Participating in the group work is important, not only for theoretical learning, but equally as important is the development of the students' social intelligence and their ability to solve problems within a team.

The ability to work individually and make decisions on your own is also extremely important here at our college. This aspect of the education is reflected in the way we evaluate our students. In Norway, students have, in most cases, only been evaluated by an individual written examination at the end of each course. Following the Quality Reform in 2001, new forms of Assessment were implemented. Students will now be evaluated and given feedback regularly throughout the semester, in order to get more active participation and, at the same time, to complete their courses satisfactorily. This means more hand-ins of papers by each student or groups of students which will become part of the examination and final grade.

THE ACADEMIC YEAR

The academic year normally starts about the 20th August until the middle of December. The Spring semester normally starts in the second week of January and ends about the 1st June.

LANGUAGE OF INSTRUCTION

The language of instruction is Norwegian, except for the courses on our International Programme.

PRACTICAL INFORMATION FOR INCOMING EXCHANGE STUDENTS

Exam regulations

Exams normally start at 09.00 am. You should be in the examination room 15 minutes before the exam starts.

You will find the examination rules on page 90.

In addition we mention:

Beepers and cell phones are not allowed in the examination room.

While your exam is in progress, phone calls are prohibited.

Students are reminded to keep their eyes on their own examination. Any requests by a proctor pertaining to the exam (seat assignments, scrap, unnecessary noise, snacks, etc.) should be taken seriously by the student. During the course of the examination, the proctor is the person in authority and should be treated as such.

Passing blue books, papers, snacks, etc. between one another is strictly forbidden. If you require additional bluebooks or scrap, just silently signal to the proctor or you may come up to the desk.

E-mail address

All new students will get a student e-mail address. This will be used for official information from the school, for Its:Learning and the student web (see below).

Student web

All students get a password for the student web. On the student web you can register and withdraw from exams, change your contact information (address) and check your examination results.

Its:Learning

Its:Learning is our pedagogical platform for issuing lecturing material, sharing information about each course you attend and hand in assignments. For each course you attend, the lecturer will let you know how he/she is using this tool. It is your own responsibility to keep you updated on this.

Semester fee

Erasmus students or students in other exchange programs do not pay any semester fee. If you are admitted as a free mover, you will have to pay a semester fee (currently NOK 690,-).

Student ID card and semester card

When you start your studying period here, you will get a student identity card. This card gives you access to all the student areas at campus and also access to the campus building outside regular opening hours. You can use it for borrowing books in our library. It also serves as an ID card for getting student discounts. To obtain this you need a semester card (issued by the administration) to show that you are a student in the current semester.

Opening hours

If you have a student ID card, you have access to the campus building every day (week ends included) between 07.00 and 22.00. During the exam periods you have access to 23.00.

During holidays there might be restricted access to parts of the building.

Library

In our campus library you will find a large selection of text books, magazines and newspapers. You can also search the various data bases that are available.

Administration

The reception desk is open between 09.00 and 15.00 Monday – Friday. The student advisers and the international coordinator have their offices in the administration.

STUDENT WELFARE SERVICES

“SiT” provide student services in Trondheim. "SiT" is short for "Studentsamskipnaden i Trondheim".

SiT runs all the services that students need to make their academic years as hassle-free and efficient as possible. SiT is here to ensure that your time and energy is put into your work, so let us take care of your problems.

SiT-services include: Bookshops, housing, cafeterias, health centre, counselling, sports

facilities and kindergartens.

Health services

The student health services we can offer in "SiT" is:

General practice - Gløshaugen legesenter ; 5 GP's with staff, located on the Gløshaugen campus.

Psychosocial services, located at Moholt student village - Psychological services and social secretarial services.

Student "helsestasjon"

Sports

If you want to keep in shape while you are studying, SiT's sports division provides a variety of activities at our two main facilities; the Dragvoll Sportscentre and the Gløshaugen Sportscentre.

Dragvoll Sportscentre houses a fitness centre, 3 multi-purpose rooms, 2 handball courts, 3 squash courts, indoor climbing walls and a room for indoor cycling.

Gløshaugen Sportscentre houses a fitness centre, 4 multi-purpose rooms, handball court and a boulder room.

Housing

As an international exchange student at TBS, a room will be booked for you by our international coordinator. Most international students will get a room at Moholt student village

Book store

SiT Tapir is your own academic bookshop on campus. Here you will find almost all the scientific literature and other utensils you need for your studies.

We also have a lot of other literature, things for your pc, for photo and for your bicycle.

Tasty meals and snacks at SiT Kafe

SiT Kafe can now welcome you to more than 20 student cafes in Trondheim. Our aim is to offer you good food and varied menus in a relaxing atmosphere. We have a wide selection of hot meals, cold dishes, sandwiches, baguettes, pizza, hot and cold drinks, as well as cakes.

INTERNATIONAL PROGRAMME

For the academic year 2008-09 Trondheim Business School offers eleven courses at undergraduate level, for exchange students. The programme contains the following courses:

Course	Semester	ECTS credits	Exam date
BØA3031 Sport business and economics	Autumn	7,5	12.12.2008
MRK 2015 Managing business relationships	Autumn	7,5	16.12.2008
ORG2010 Leadership, communication and cooperation	Autumn	7,5	09.12.2008
ORG2014 Organizational psychology	Autumn	7,5	05.12.2008
SPR2010 Business and management English	Autumn	7,5	02.12.2008
INT2020 Introduction to Norway	Both	7,5	
AF2000 Term paper	Both	7,5	
MRK2020 International business	Spring	7,5	22.05.2009
BØA2042 Financial modelling using Excel	Spring	7,5	06.05.2009
BØA2040 Corporate finance	Spring	7,5	12.05.2009
ORG2013 Negotiations	Spring	7,5	14.05.2009
INT2025 Political and security risk	Spring	7,5	08.05.2009

BUSINESS AND MANAGEMENT ENGLISH

Course coordinator:	Nancy Bazilchuk
Lecturers:	Nancy Bazilchuk
Credits:	7,5 ECTS credits – elective 2. and 3. year students
Semester:	Autumn
Code:	SPR2010 A

The course is taught entirely in English. The course is open for Norwegian students and exchange students.

Objectives

This course will help you improve your oral and written English for use in business and management situations, whether you need to write e-mail, letters or reports, or make a PowerPoint presentation to an international audience where English is the common language.

Course information

The course assumes students have a working knowledge of English, and will focus on improving written and oral skills by examining common problem areas for non-native speakers of English, including sentence structure, paragraph construction, prepositions, punctuation and pronoun use. Students will also build their business and management vocabulary through assigned readings and mandatory oral presentations. Readings will focus on contemporary business and management issues, such as the management of a multi-national workforce; corporate social responsibility; globalization's problems and promises; hedge funds, leveraged buyouts and hostile takeovers; advertising, marketing and public relations; and international trade wars. There will be take-home assignments to help students sharpen their written skills, as well as in-class oral presentations for which students will be

given written feedback from the instructor. All students must complete all assignments in order to take the examination.

Assessment

The evaluation will consist of two parts: An individual written exam 4 hrs (75%) and a 15-minute oral exam (25%).

Contents

Writing and grammar: Sentence structure, paragraph construction, prepositions, punctuation and pronoun use

Expanding business and management vocabulary

Presenting material orally in English

Contemporary business communication

21st century business and management issues, from leveraged buyouts to sub-prime mortgages to banana wars

Syllabus literature

Ian MacKenzie (2002) *English For Business Studies: a course for business studies and economics students: student's book*. 2nd ed. Cambridge, Cambridge University Press.

Murphy, Raymond (2007) *English Grammar in Use*. 3th ed. Cambridge, Cambridge University Press.

Optional: Ian MacKenzie (2002) *English for Business Studies Audio CD Set*. 2nd ed. Cambridge, Cambridge University Press.

CORPORATE FINANCE

Course coordinator:	Stein Frydenberg
Lecturer:	Stein Frydenberg
Credits:	7,5 ECTS credits – elective for 2. and 3. year students
Semester:	Spring
Course code:	BØA2040 A

The course is taught entirely in English. The course is open for Norwegian students and exchange students.

Note that there are restrictions for students specializing in Finance.

Objective

To give the students an understanding of the theory of financial decision making and the behaviour of the capital markets in which these decisions are taken.

Prerequisites

Elementary economics and quantitative methods.

Restrictions

This course must not be chosen by students on the third year specialization in Financial Management, due to overlapping contents with BØA3010.

Tuition

Lectures, exercises and examination of exercises.

Assessment

Three mandatory written assignments during the semester need to be passed in order to qualify for the final exam. Individual written examination (4h).

Aid: Approved calculator

Contents

Valuation

Risk

Practical Problems in Capital Budgeting

Financing Decisions and Market Efficiency

Payout Policy and Capital Structure

Options

Debt Financing

Risk Management

Financial Planning and the Management of Working Capital

Mergers, Corporate Control and Governance

Syllabus literature

Brealey, R.A., Myers, S.C., Allen, F. (2006) *Corporate Finance*. 8.ed. Boston, Mass., McGraw-Hill/Irwin.

Selected articles and chapters from other books.

FINANCIAL MODELLING USING EXCEL

Course coordinator:	Tor-Eirik Olsen og Ole-Johan Knudsen
Lecturer:	Tor-Eirik Olsen og Ole-Johan Knudsen
Credits:	7,5 ECTS credits – elective for 2. and 3. year students
Semester:	Spring
Course code:	BØA2042 A

The course is taught entirely in English. The course is open for Norwegian students and exchange students. There will be a limit of 18 students admitted to the course.

Objective

To provide the students a framework for using Excel in financial decision-making.

Restrictions

This course must not be chosen by students on the third year specialization in Financial Management.

Prerequisites

Elementary economics and quantitative methods and basic Excel.

Tuition

Lectures and data exercises. All lectures will be held in the data lab. The course will focus on practical problems (case-studies) which will be solved with the use of modelling in Excel.

Assessment

One mandatory written assignment that needs to be passed in order to qualify for the final exam. Individual examination on data lab (4h) which counts 100 % of the course.

Aid: Computer (in data lab)

Content

Cell references

Variables and functions in Excel

Simple spreadsheet models

Model and macro construction in Excel

Examples and applications will relate to financial topics such as valuation, risk, financing, debt and dividend policy, financial planning, short-term financial decisions, case studies

Syllabus literature:

To be announced at semester start.

INTERNATIONAL BUSINESS

Course coordinator	Roar Kvam
Lecturer:	Roar Kvam
Credits:	7,5 ECTS credits – elective 2. and 3. year students
Semester:	Spring
Code	MRK2020 A

The course is taught entirely in English. The course is open for Norwegian students and exchange students.

Objective

The aim of the course is to introduce the students to the concept of international business, how it works and the theories of international business. To give the students an understanding of the critical elements involved in doing business with foreign countries.

Prerequisite

Good command of English language, basic course in Marketing.

Tuition

Lectures, group work, student case and article presentations, classroom discussions and company visits.

Assessment

Individual, written examination, lasting for 4 hours, at the end of the semester counts for 75%, The examination is based on the textbook syllabus and additional material referred to. A term paper on a group basis to be handed in at the middle of the semester counts for 25% of the final grade.

Assisting material: Dictionary

Contents

The basis for International Business

Process of internationalisation

Entry strategies

The European market

Collecting information

Financing and currency
The risks
Culture
International marketing
Investment strategy
Control strategy

Syllabus literature

Ball, Donald A. et al. (2006 el. 2007) *International business : the challenge of global competition*. 10th or 11th ed. Boston, Irwin/McGraw-Hill.

Recommended literature

Collection of articles on International business

INTRODUCTION TO NORWAY

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn and spring
Code:	INT2020

This course serves as an integral part of an international programme for exchange students and is open for all exchange students studying at Sør-Trøndelag University College.

Objectives

Introduction to Norway is a cross-curricular course which aims to provide students with an opportunity for maximising the experience of studying abroad. It aims to help students develop competence in understanding various aspects of Norwegian culture, society and economy.

Tuition

Modules and lectures

Assessment

Final grade is assigned on the basis of the contents of a portfolio.

Contents

Local history, geography and culture
Environmental issues
Communication across cultures
Economic structure in Norway
Norway and world economy

Syllabus literature

Minifacts about Norway 2007. Oslo, Norwegian Ministry of Foreign Affairs 2007
http://www.ssb.no/english/subjects/00/minifakta_en/en/mf2007-engweb.pdf
(p 1-64). This publication is also available in German, French, Spanish, Portuguese, Russian, Arabic, Chinese, Japanese and Norwegian cf. <http://www.ssb.no/english/>
Heidar, Knut; Norway. Elites on trial. Boulder-Colorado, Westview Press 2001. (p. 1-176).
Maagerø, Eva & Simonsen, Birte (eds.); Norway. Society and Culture. Kristiansand, Portal forlag 2005. (p. 13 – 217).

Articles

LEADERSHIP, COMMUNICATION AND COOPERATION

Course coordinator	Hilde Fjellvær
Lecturer:	Hilde Fjellvær
Credits:	7,5 ECTS credits – elective 2. and 3. year students
Semester:	Autumn
Code	ORG2010 A

The course is taught entirely in English. The course is open for Norwegian students and exchange students.

Objectives

The purpose of this course is to broaden students' understanding of processes related to leadership, communication and cooperation in organizations. Based on selected readings and lectures as a background for case discussions, role-play and exercises, the course aims for students to experience and participate in a group development process, and thereby develop their understanding of the complicated processes groups' experience.

Prerequisite

Students are expected to have as a minimum an introductory organization course as background. Norwegian students specializing in organization will have priority subject to previous grades.

Tuition

The course will consist of a combination of lectures, case discussions, group assignments, role-play/exercises and student presentations of course material. All classroom activities will be in English. Students must be able to express themselves in English both orally and in writing.

Active student participation in exercises and through discussions and presentation of literature is expected.

There will be a limit of 20 students admitted to the course. Admittance according to an optimal mix of students. Third year students will have priority over second year students.

Assessment

Class participation, presentations, and group and individual assignments will make up approximately 40% of the final grade.

A three hour individual written exam will count for approximately 60% of the final grade.

Examination support : Dictionary

Contents

- Leadership
- The individual
- Group processes
- Culture
- Communication
- Co-operation
- Conflict

Syllabus literature

Compendium consisting of selected readings.

Vecchio, Robert P. (2006) *Organizational Behavior : Core Concepts*.
Mason, Ohio, Thomson South-Western.

MANAGING BUSINESS RELATIONSHIPS

Course coordinator	Tina Bjørnevik Aune
Lecturer:	Tina Bjørnevik Aune
Credits:	7,5 ECTS credits – elective 2. and 3. year students
Semester:	Autumn
Code	MRK2015 C

The course is taught entirely in English. The course is open for Norwegian students and exchange students.

Objective

The objective of the course is to create insight into how companies can manage business relationships. A company's ability to create trust-based and long-term business relationships with customers, suppliers and other types of organisations can be an important competitive advantage.

Tuition

Lecturing, group work, case discussions and student presentations.

Assessment

Compulsory term paper, accomplished in groups.

Individual, written examination, 4 hours. Examination support: Dictionary.

Contents

Understanding business markets

Development of relationships

The role and importance of the purchasing and supply function in business

Supplier relationships and strategies

Management of customer portfolios and supplier portfolios

Relationships and customers

Management of business networks

Strategy in relationships and networks

Management of local vs. global relationships and networks

Syllabus literature

Ford, D. [et al.]. (2003) *Managing Business Relationships*. 2nd ed. Chichester, Wiley.
Collection of articles.

NEGOTIATIONS

Course coordinator	Hilde Fjellvær
Lecturer:	Hilde Fjellvær
Credits:	7,5 ECTS credits – elective 2. and 3. year students
Semester:	Spring
Code	ORG2013 A

The course is taught entirely in English. The course is open for Norwegian students and exchange students.

Objectives

The purpose of the course is to provide students with a theoretical base for analysing, preparing and conducting negotiations. The course aims at introducing students to theoretical frameworks of negotiations, and developing their analytical skills and understanding of the importance of different aspects of negotiation processes through exercises, case presentations and discussions.

Prerequisites

Students are expected to have as a minimum an introductory organization course as background. There will be a limit of 20 students admitted to the course. Failure to meet for the first session without prior acceptance by course lecturer will result in a loss of place.

Course process

The course will consist of five sessions with two days of lectures in each session. The experience gained from the activities will be discussed in relation to presented theories. Each session will be a combination of lectures and actual negotiation simulation.

All classroom activities will be in English. Students must be able to express themselves in English, both orally and in writing at a level where they can take part in the negotiation simulations.

Assessment

Mandatory reflection note of negotiation simulations, plus group or individual case study will make up approximately 40% of the final grade. A three hour individual written examination will count for approximately 60% of the final grade.

Examination support: Dictionary

Literature

To be announced

Selected articles/readings.

ORGANIZATIONAL PSYCHOLOGY

Course coordinator	Fay Giæver
Lecturer:	Fay Giæver
Credits:	7,5 ECTS credits – elective 2. and 3. year students
Semester:	Autumn
Code	ORG2014 A

The course is taught entirely in English. The course is open for Norwegian students and exchange students.

Aims and objectives

The module will provide an introduction to the field of psychology and how it is applied in the organizational context. Specific emphasis will be placed on the continuous interaction between the individual and the organization, as well as on the management of human resources.

Module structure

Lectures and tutorials.

Evaluation

Coursework and 4 hour exam. It is required for students to pass the coursework in order to sit the exam.

Topics

- The history of organizational psychology/fundamental perspectives
- Personality
- Perception
- Motivation
- Learning
- Stress
- Emotions
- Organizational culture
- Organizational change
- Leadership

Literature

Books:

Furnham, A. (2005). *The Psychology of Behaviour at Work : The Individual in the Organization*. 2nd ed. UK, Psychology Press. Chapters 1, 2, 4, 5, 6, 7, 9, 12, 13 and 14.

Journal articles:

Briner, R.B., Harris, C. and Daniels, K. (2004). How do stress and coping work? Toward a fundamental theoretical reappraisal, *British Journal of Guidance and Counselling*, Vol. 32 (2), 223–234.

Briner, R (1999). The neglect and importance of emotion at work. *International Journal of Work and Organizational Psychology*, 8 (3), 323-346.

Book chapter:

Kiefer, T. (2002). Analysing emotions for a better understanding of organizational change: Fear, joy and anger during a merger, kap. 3 (s. 45-71)

In: *Managing emotions in the workplace* / N.M. Ashkanasy, W.J. Zerbe & C. E. J. Härtel (eds.). Armonk, N.Y., M. E. Sharpe.

POLITICAL AND SECURITY RISK

Course coordinator	Tor Georg Jakobsen
Lecturer:	Tor Georg Jakobsen
Credits:	7,5 ECTS credits – elective 2. and 3. year students
Semester:	Spring
Code	INT2025 A

The course is taught entirely in English. The course is open for Norwegian students and exchange students.

Objective

The objective of the course is to give an introduction to the literature on political risk and causes of war. Civil war, terrorism, nationalization, and crime are factors multinational companies need to take into account when deciding where to establish branches. Political risk is defined as those events, processes, or characteristics of a socio-political nature that have the potential to – directly or indirectly – significantly and negatively affect the goals of foreign direct investors.

Prerequisites

None

Tuition

Lectures

Assessment

Term paper (passing grade) and individual written examination (100%)

Contents

Political risk and foreign direct investment, definitions
Sources of political risk
Civil war
Greed or grievance, explanations of collective violence
Terrorism
The link between collective violence and political risk

Syllabus literature

The literature will be printed in three compendiums.

SPORT BUSINESS AND ECONOMICS

Course coordinator	Morten Kringstad
Lecturer:	Bill Gerard, Morten Kringstad, Harry Arne Solberg
Credits:	7,5 ECTS credits – elective 2. and 3. year students
Semester:	Autumn
Code	BØA3031 A

The course is taught entirely in English. The course is open for Norwegian students and exchange students.

Objective

The course will give insight into the economics and financial aspects of mainly professional team sports, with focus on European football.

Recommended knowledge

Basic knowledge of financial accounting, managerial economics, investment analysis and micro economics.

Tuition

Lectures and assignments

Evaluation

Individual written examination, 4 hrs

Contents

General features of professional team sports
The structure of professional team sports
Leagues and competitive balance
Demand for professional team sports
The market for playing talent
Professional team sports and accounting
Professional team sports and finance
The economics of sport broadcasting

Syllabus literature

Articles and handouts.

TERM PAPER

Course coordinator	Roar Kvam
Credits	7,5 ECTS credits
Semester	Autumn or Spring
Code	AF2000

Objective

The term paper should be an independent piece of work under supervision, and it should document the students' ability to apply acquired knowledge, as well as their ability to research thoroughly a topic of their choosing. The work is also aimed at providing the students with training and experience in collaboration across human, social and disciplinary boundaries. The subject of the thesis must be approved by the home institution.

Assessment

The term paper will be assigned a grade.

PROGRAMMES OF STUDY OFFERED IN 2008-2009

Bachelor of Business Administration	3 years
Bachelor of Auditing and Accounting	3 years
Master of Science in Business Administration	2 years
Master of Public Administration	2 years

BACHELOR OF BUSINESS ADMINISTRATION

This programme consists of 180 credits. Courses are in the following areas: managerial economics, method, law and organization. The programme offers the students a general knowledge base in economics and business administration, as well as the opportunity to specialize through electives and a specialization area in the third year. A completed programme of 180 credits qualifies for the degree "Bachelor of Business Administration". A normal student workload for one year is 60 credits.

1. studieår 08/09		2. studieår 09/10		3. studieår 10/11	
1. semester	2. semester	3. semester	4.semester	5.semester	6. semester
BØA1100 Business economics and accounting 7,5 ECTS credits	BØA1200 Financial accounting 7,5 ECTS credits	BØA2100 Cost accounting and budgetting 7,5 ECTS credits	BØA2200 Investment analysis 7,5 ECTS credits	MET3001 Research methods 7,5ECTS credits	INT3001 Ethics 7,5 ECTS credits
ORG1100 Organization and management 7,5ECTS credits	SMØ1001 Microeconomics 7,5 ECTS credits	SMØ2001 Macroeconomics 7,5 ECTS credits	JUR2001 Commercial law I 7,5 ECTS credits	Specialization: 45 ECTS credits Management and cost accounting Financial management Marketing Organization and management Economics Electives	
MRK1001 Marketing 7,5 ECTS credits	ORG2002 Business management 7,5 ECTS credits	Electives 7,5 ECTS credits	ORG2001 Organizational psychology 7,5ECTS credits		
MET1001 Mathematics 7,5 ECTS credits	MET1002 Statistics 7,5 ECTS credits	Electives 7,5 ECTS credits	Electives 7,5 ECTS credits		

Second year students have 22,5 ECTS credits available for elective courses. The amount of credits available for electives for third year students varies.

Elective courses 2008-09			
Code	Name	Credits	Semester
BØA3031	Sport business and economics	7,5	Autumn
BØA3041	Accounting theory	7,5	Autumn
INT2016	Prosjektstyring	7,5	Autumn
JUR3001	Commercial law II	15	Autumn
MET2010	Applied statistics	7,5	Autumn
MRK2015	Managing business relationships	7,5	Autumn
MRK3025	Innovation and business development	7,5	Autumn
ORG2010	Leadership, cooperation and communication	7,5	Autumn
ORG2014	Organizational psychology		Autumn
ORG3011	Human resource management	7,5	Autumn
ORG3021	Trends and changes in organizations	7,5	Autumn
SMØ3020	Applied microeconomics	7,5	Autumn
SPR2010	Business and management English	7,5	Autumn
BØA2010	Tax law	15	Two semesters
BØA2020	Decision modelling	7,5	Spring
BØA2033	Annual accounts	7,5	Spring
BØA2040	Corporate finance	7,5	Spring
BØA2042	Financial modelling using Excel	7,5	Spring
BØA3020	Integrated budgeting and financial management	7,5	Spring
BØA3055	Corporate governance	7,5	Spring
INT2010	Logistics	7,5	Spring
INT2025	Political and security risk	7,5	Spring
MRK2010	Market communication	7,5	Spring
MRK2020	International business	7,5	Spring
MRK3020	Sport og marketing	7,5	Spring
MRK3030	Innovasjon i industrielle markeder	7,5	Spring
ORG2013	Negotiations	7,5	Spring
ORG2020	Challenges of leadership	7,5	Spring
SMØ2025	The economics of sport	15	Spring

THIRD YEAR SPECIALIZATIONS

In the third year, students specialize in different areas. The specializations we offer in 2007-2008 are the following:

Financial Management
 Organization and Management
 Management and Cost Accounting
 Marketing
 Economics

FINANCIAL MANAGEMENT

The aim of this programme is to provide students with critical insight into and appreciation of the main financial functions within an organization. The programme gives the necessary theoretical background for students to work within a wide variety of jobs in financial and accounting departments of organizations.

Compulsory courses:

BØA3010 Corporate finance

SMØ3015 International monetary theory

AF3010 Term paper

ORGANIZATION AND MANAGEMENT

The programme aims to give the students knowledge and insight in the changes in public institutions and in the field of management of change. Furthermore, through in-depth studies of human resource management, the students will be able to use this as an instrument in the process of change and in the new organizations that exist today.

Compulsory courses:

ORG3012 Human resource strategy

ORG3021 Trends and changes

ORG3025 Management of change

AF3000 Bachelor thesis

MANAGEMENT AND COST ACCOUNTING

The demand for accountants has increased during the last few years. This programme aims to fulfil the need for professional accountants and enables the students to become Registered Accountants.

Compulsory courses:

BØA3020 Integrated budgeting and financial management

BØA3050 Introduction to management control

AF3010 Term paper

MARKETING AND INNOVATION

The aim is to develop the students personally and professionally through applying theoretical knowledge to practical problems.

Compulsory courses:

MRK3025 Innovation and business development

MRK3030 Innovation in industrial markets

MRK3011 Integrated marketing

AF3000 Bachelor thesis

ECONOMICS

This specialization is in cooperation with the Norwegian University of Science and Technology (NTNU).

Compulsory courses:

SØK1003 Introduction to macroeconomic analysis

SØK2001 Public economics and politics

SMØ3020 Applied microeconomics

AF3010 Term paper

BACHELOR PROGRAMME IN ACCOUNTING AND AUDITING

The three-year programme in accounting and auditing prepares the students for careers in accounting, as well as in the private and public administration. The programme is unique in that it provides an excellent basis for employment in accounting, while at the same time it is a very good general education in economics and business administration. The three-year programme concludes with the Registered Public Accountancy Exam. The students will have the theoretical basis for work as registered accountants in the public and private sector. Having completed the programme with the required grades in the public accountancy examinations, and with two years of relevant accountancy experience, they can apply to the Banking, Insurance and Securities Commission to become Registered Auditors.

Programme structure

1. semester	2. semester	3. semester	4.semester	5.semester	6. semester
BØA1100 Business economics and accounting 7,5 ECTS credits	BØA1200 Financial accounting 7,5 ECTS credits	BØA2100 Cost accounting and budgetting 7,5 ECTS credits	BØA2200 Investment analysis 7,5 ECTS credits	Total 60 ECTS credits	
ORG1100 Organization and management 7,5ECTS credits	SMØ1001 Microeconomics 7,5 ECTS credits	SMØ2001 Macroeconomics 7,5 ECTS credits	JUR2001 Commercial law I 7,5 ECTS credits	BØA2002 Accounting information systems	
MRK1001 Marketing 7,5 ECTS credits	ORG2002 Business management 7,5 ECTS credits	BØA2033 Annual accounts 7,5 ECTS credits	BØA3041 Accounting theory 7,5 ECTS credits	BØA3035 Public accounting and auditing	
MET1001 Mathematics 7,5 ECTS credits	MET1002 Statistics 7,5 ECTS credits	BØA2010 Tax Law 15 ECTS credits		MET3002 Methodology	
				BØA3045 Tax law for auditors exam	
				JUR3001 Commercial law II	
				REV3015 General auditing methods	
				REV3025 Auditing in the private sector	

MASTER OF PUBLIC ADMINISTRATION

A master programme is offered in cooperation with Nord-Trøndelag University College and Copenhagen Business School. To be accepted, the students need a bachelor degree and at least five years work experience in the public sector. The programme consists of two parts. The first part is offered by Sør-Trøndelag (HiST) and Nord-Trøndelag (HiNT) University Colleges and has the following content:

- Organizational Theory and Management (15 credits)
- Political Science (15 credits)
- Economics (15 credits)
- Strategic Management and Internationalisation (30 credits)
- Research Methodology (15 credits)

The second part is offered by Copenhagen Business School (CBS) and consists of:

- International summer school
- Master's Thesis

The first part of the programme takes about one and a half year to complete and is organized with ten intensive seminars (each of one week's duration) - eight in Norway (at HiST and HiNT), one in Copenhagen (at CBS), and one in Maastricht (at European Institute of Public Administration).

After having finished the first part, the students are transferred to Copenhagen Business School to write their master's thesis.

MASTER OF SCIENCE IN BUSINESS ADMINISTRATION

This two-year programme aims to provide an advanced study in general management. The entry requirements are a Bachelor's degree in Business Administration. The programme requires hard work and the students' full attention, in order to manage the varied and demanding courses. After graduating, the students should be able to handle challenging jobs at a high level within business and administration, whether it is advisory work, leadership- or management positions.

PROGRAMME STRUCTURE

The programme consists of compulsory and elective courses. Trondheim Business School offers four areas of specialization at the master level:

- Marketing
- Business analysis and performance management
- Finance and investments
- Strategy, organization and change

In order to complete the programme students must complete the following:

Compulsory courses (15 ECTS credits):

- Theoretical foundations of business economics
- Philosophy of science
- Welfare economic topics

Research methods (15 ECTS credits)

Major (30 ECTS credits) within one of the following areas:

- Marketing
- Business analysis and performance management
- Finance and investments
- Strategy, organization and change

Minor (15 ECTS credits) within one of the following areas but in another field than their major:

- Marketing
- Business analysis and performance management
- Finance and investments
- Strategy, organization and change

Electives (15 ECTS credits)

Master thesis (30 ECTS credits) The thesis must be within the student's major.

The third semester the students may choose to take courses abroad, at our university college, or at the Norwegian University of Science and Technology (NTNU). In the fourth semester, the students write their thesis (30 credits). This is done under the supervision of our staff.

COURSE DESCRIPTIONS

The language of tuition is Norwegian in all courses, with the exception of the International programme. See page 10.

BACHELOR COURSES

AF3000 BACHELOR THESIS

Credits	15 ECTS credits
Semester	1 semester Spring

Objective

The Bachelor thesis should be an independent piece of work under supervision, and it should document the students' ability to apply acquired knowledge, as well as their ability to research thoroughly a topic of their choosing. The thesis work also aims at providing the students with training and experience in collaboration across human, social and disciplinary boundaries. The subject of the thesis must be within the students' area of specialization. The students should identify a set of problems and, with these as their point of departure, perform an analysis where methodical skills and knowledge are emphasized. This work could, for example, be tied to a company/organization, which would benefit from an analysis of this kind.

Assessment

The thesis will be assigned a grade.

Guidelines

Requirement for the Bachelor thesis: The students must be registered as third-year students in one of the specializations at their division, in the same year as the thesis is written. In addition, they must have completed the compulsory course in methodology (MET3001 or equivalent).

The Bachelor thesis is normally written by a group of 3 to 5 students; the composition of this group is usually determined by the students themselves.

The set of problems constituting the basis should be written on a special form, and should be submitted for acceptance no later than January 20. Once the proposal has been accepted, the group will be assigned a supervisor. Each thesis will receive up to 7 hours of advisory sessions.

AF3010 TERM PAPER

Credits	7,5 ECTS credits
Semester	1 semester Spring

Objective

The term paper should be an independent piece of work under supervision, and it should document the students' ability to apply acquired knowledge, as well as their ability to research thoroughly a topic of their choosing. The work also aims at providing the students with training and experience in collaboration across human, social and disciplinary boundaries. The subject of the thesis must be within the students' area of specialization. This work could, for example, be tied to a company/organization, which would benefit from an analysis of this kind.

Assessment

The paper will be given the grade Approved/Not approved.

Guidelines

Requirements: The students must be registered as third-year students in one of the specializations at their division, in the same year as the thesis is written. In addition, they must have completed the compulsory course in methodology (MET3001 or equivalent).

The term paper is normally written by a group of 3 to 5 students; the composition of this group is usually determined by the students themselves.

The set of problems constituting the basis should be written on a special form, and should be submitted for acceptance no later than January 20. Once the proposal has been accepted, the group will be assigned a supervisor. Each thesis will receive up to 4 hours of advisory sessions.

BØA1100 BUSINESS ECONOMICS AND ACCOUNTING

Credits:	7,5 ECTS credits
Semester:	1 semester Autumn

The course includes one part business economics (2/3) and one part accounting (1/3).

Objective

In *business economics* the objective is to give the students a basic understanding of theory and methodology.

In *accounting* the objective is to give the students a basic understanding of financial accounting – the double-entry system and periodic-end adjustments.

Tuition

Lectures, exercises, and examination of exercises. In business economics, Excel will be applied to some extent in examination of exercises.

Assessment

One mandatory multiple choice test needs to be passed in order to qualify for the final exam. Individual written examination (5h). Assisting material: Approved calculator.

Contents

Business economics:

The company
Costs
Demand, market equilibrium
Product costing
Cost – volume – profit analysis
Determining optimal product mix
Investments

Accounting:

Objective and users of financial information
Introduction to the Balance Sheet
The Double-Entry System
Periodic-end accounting, accruals and prepayments

Syllabus literature

Business economics:

Winther, Hæhre, Ottesen og Øyen, *Grunnleggende bedriftsøkonomi*, Gyldendal 2007

Accounting:

Kristoffersen, Trond, *Årsregnskapet – en grunnleggende innføring* (2. edition 2005) chapter 1-12
Kristoffersen, Trond, *Årsregnskapet – en grunnleggende innføring Oppgavesamling med løsninger*. 2. edition 2005

BØA1200 FINANCIAL ACCOUNTING

Credits:	7,5 ECTS credits
Semester:	1 semester Spring

Objective

The objective of this course is to give the student a basic understanding of financial accounting including measurement, reporting and analysis of accounting information.

Tuition

Lectures and group work.

Assessment

Individual written examination.

Contents

Objective and users of accounting information and financial statements
Reporting in the Balance Sheet and Profit and Loss Account
Measuring of Asset and Liabilities

Closing the Accounts
Recognition of income taxes
Cash flow statements
Introduction to group accounts
Financial Statement Analysis

Syllabus literature

Kristoffersen, Trond: *Årsregnskapet - en grunnleggende innføring*. Fagbokforlaget, 2 edition 2005.

Kristoffersen, Trond: *Årsregnskapet - en grunnleggende innføring - oppgavesamling*. Fagbokforlaget, 2. edition 2005.

BØA2001 INVESTMENT ANALYSIS

ECTS credits:	10
Semester:	1 semester
	Autumn

Objective

Introduction to the principal problems, theories and procedures of financial management: valuation, financial planning, financial statement analysis, capital asset acquisition.

Tuition

Lectures, group work

Assessment

Individual written examination

Contents

Cash flow budgeting
Present value and the opportunity cost of capital
Investment decisions with the net present value rule
Taxes and investment decisions
Inflation and investment decisions
Inflation and investments
Risk, return and the cost of capital
Short term financial planning
Budgeting

Syllabus literature

Boye, K.: *Finansielle emner*. Oslo: Cappelen Akademisk Forlag, 2006

Hoff, Kjell Gunnar: *Driftsregnskap og budsjettering med oppgavesamling*

Handouts

Recommended supplementary literature

Brealey / Myers / Allen: *Corporate Finance*. 8th ed. New York: Mc Graw Hill, 2006

Hellbæk/Lindset: *Finansiering og investering. Kort og godt*. Universitetsforlaget.

BØA2002 ACCOUNTING INFORMATION SYSTEMS

Credits:	5 ECTS credits
Semester:	1 semester Autumn

Objective

The course covers organisation, planning and managing of business activities in connection to collecting, recording and reporting of data for accounting and economic purposes.

Prerequisites

BØA1100 Business economics and accounting and BØA1200 Financial accounting

Tuition

Lectures and group-work.

Assessment

Individual written examination.

Contents

Accounting framework/Norwegian Bookkeeping Law

Internal control

Risk-management

Accounting system and code of accounts

Major business activities, including revenue cycle, payroll cycle and expenditure cycle

Syllabus literature

Kyllingstad, Tove-Gunn / Havstein, Bjørgunn: *Regnskapsorganisasjon, bokføring og intern kontroll* (2005). Latest edition, Cappelen Akademisk Forlag

Kyllingstad, Tove-Gunn / Havstein, Bjørgunn: *Oppgaver i regnskapsorganisasjon* (2005). Latest edition Cappelen Akademisk Forlag.

Lovregler mv. gjengitt i Dnr *Revisors Håndbok, latest edition*

BØA2010 TAX LAW 1

Credits:	15 ECTS credits
Semester:	2 semesters Autumn and spring

Objective

The purpose of the course is to increase the knowledge and understanding of the principles of the Norwegian tax law, and to strengthen the student's ability to calculate income and wealth taxes.

Tuition

Lectures and group work

Assessment

Individual written examination.

Contents

Rules of tax liability, tax objects, and taxpayers
Assessment of wealth taxes, with primary emphasis on the definition of gross wealth and liabilities
Assessment of income taxes, with primary emphasis of the principles of income periodicity, taxable income and deductions
Tax rules for companies
Relationship between the rules for financial accounting and tax accounting
VAT

Syllabus literature

Fallan, Lars: *Innføring i skatterett*. 26th ed. Oslo: Gyldendal Akademisk, 2008.
Fallan, Lars: *Studiebok til Innføring i skatterett. Oppgaver og løsninger*. 13th ed. Oslo: Gyldendal Akademisk, 2008.
Jarøy, Jacob: *Norsk Skattelovsamling 2007/2008*. Jacob Jarøy Forlag, 2008.
Refsland, T.: *Lærebok i merverdiavgift*. Skattebetalerforeningen 2007.
Torgrimsen, Bjørn: *Oppgavesamling i skatterett*. Latest ed. Oslo: Bedriftsøkonomens forlag.

Recommended literature

Brudvik, A.: *Skatterett for næringsdrivende 2008*. 31th ed. Oslo: Cappelen Akademisk Forlag, 2008.
Greni, S. m/flere: *Skattelovkommentaren 2001*. Oslo: Kommuneforlaget, 2000.
Skattedirektoratet: *Lignings-ABC 2007*. Fagbokforlaget, 2008.

BØA2020 DECISION MODELLING

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

The students' increased understanding of quantitative managerial science problems will be based on knowledge from courses within statistic and business from earlier stages of the study. The students' skills in interpreting spreadsheet solutions will be increased by using Microsoft Excel.

Tuition

Lectures, exercises

Assessment

Two compulsory papers (40%) and one individual written examination 4 hrs (60%). The two compulsory papers need to be passed in order to qualify for the written examination.

Contents

Spreadsheet models
Linear programming and sensitivity analysis
Integer programming and goal programming
Nonlinear programming
Transportation and assignment problems
Network flow models

Project management
Decision analysis
Simulation
Forecasting
Inventory Control
Interpretations of computer solutions using Microsoft Excel

Syllabus literature

Balakrishnan N. et al., *Managerial Decision Modeling with Spreadsheets*, 2nd ed., Pearson/Prentice Hall.

BØA2033 ANNUAL ACCOUNTS

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objectives

The objective of the course is to give a deeper and more critical understanding of the conceptual apparatus and techniques found in the basic course in accounting. Another objective is to give insight into communication problems between producers and users of accounting data, with Norwegian law and regulations as a basis for learning good accountancy practice in Norway.

Tuition

Lectures and exercises

Assessment

One individual written examination.

Contents

Accounting theory
Annual accounts as an information source and means of communication
Main principles for traditional financial accountancy
Requirements of ideal financial accountancy
Alternatives for traditional financial accountancy
Main principles in Norwegian accountancy legislation
Relation between business economics/financial accountancy and tax accountancy
Central business-economic measurement problems
Financial flow analysis/cash-flow analysis
Concern accounting
Value appraisal

Syllabus literature

Tellefsen, J. T./Langli, J. C.: *Årsregnskapet*. Latest edition - Gyldendal Akademiske.
Kristoffersen, Trond: *Årsregnskapet del 2 – Periodisering, vurdering og analyse – oppgaver og løsninger*. 2th edition. Fagbokforlaget 2007.
Regnskapsstandarder fra Norsk Regnskapsstiftelse
RL – Lov av 17. juli 1998 nr. 56 om årsregnskap (Regnskapsloven)

Recommended literature

Huneide, Jens Erik, Pedersen, Kirsten m.fl.: *Årsregnskapet i teori og praksis*. Latest edition. Gyldendal Akademiske.

BØA3010 CORPORATE FINANCE

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

Giving an increased understanding of, and insight into, some central themes and questions within the field of corporate finance.

Prerequisites

The compulsory courses from the first and second years within finance, economics, mathematics and statistics.

Tuition

Lectures, group study and problem-based work.

Assessment

A mandatory written test ('mid-term') needs to be passed in order to qualify for the final exam. Individual written examination (4h). Examination support:: The course textbook (*Corporate Finance*), approved calculator, interest rate tables.

Contents

Valuation
Risk and return
Financing Decisions and Market Efficiency
Payout Policy and Capital Structure
Options
Debt Financing
Risk Management

Syllabus literature

R. Brealey, S. Myers, F. Allen: *Corporate Finance* McGraw-Hill international 8th edition (2006.)
Selected articles and chapters from other books.

Recommended literature

Berk and DeMarzo: *Corporate finance*, Pearson International Edition 2007.

BØA3020 INTEGRATED BUDGETING AND FINANCIAL MANAGEMENT

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

Develop knowledge and skills in budgeting, using Excel spreadsheets.

Tuition

Lectures, group work and compulsory project

Assessment

Individual written examination at the end of the semester and compulsory papers, individually or in pairs

Contents

Budgeting practice: Sales budgets, salary budgets, cost budgets, inventory budgets, cash flow budgets, budgeted profit & loss and balance sheet, budget analysis. Integrated budgeting, long term budgeting and valuation.

Budgeting theory: Revenue, service and profit centre. Cost behaviour and short term planning. Allocation of joint costs. Transfer pricing. Performance measures. Balanced Scorecard. The agency model. Incentive and compensation systems.

Syllabus literature

Kaplan, R. S. and Atkinson, A. A.(1998): *Advanced Management Accounting*, Prentice Hall .

Hoff, K. G. (2005): *Driftsregnskap og budsjettering*. Universitetsforlaget .

Benninga, S.Z. and Sarig, O.H. (1997): *Corporate Finance : A Valuation Approach*.

New York, McGraw Hill – chapter 4.

Articles and handouts.

Recommended literature

Hoff, K. G. and Holving, P. A.(2002): *Balansert målstyring*. Universitetsforlaget.

Benninga, S. Z. and Sarig, O. H.(1997): *Corporate Finance – A Valuation Approach*.

McGraw Hill.

BØA3041 ACCOUNTING THEORY

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The course is an advanced course in Financial Accounting. The main focus is on basic measurement problems in financial accounting in accordance with International Financial Accounting Standards (IFRS).

Prerequisites

BØA2033 Annual Accounts or any course deemed to be equivalent.

Tuition

Lectures and group work.

Assessment

Individual written examination

Contents

Basic assumptions and principles in historical cost accounting

Introduction to International Financial Accounting Standards (IFRS)

- Framework for Preparation and Presentation of Financial Statements
- Valuation of assets and liabilities
- Recognition of revenue and expenses
- Recognition of income taxes

Consolidated accounts

Price change accounting («inflation accounting»)

Syllabus literature

Kristoffersen, Trond (2008) *Regnskapsteori: med introduksjon til internasjonale regnskapsstandarder*. 1. edition. Bergen, Fagbokforlaget.

Kristoffersen, Trond (2008) *Regnskapsteori, oppgavesamling med løsninger*. 1. edition. Bergen, Fagbokforlaget.

Kristoffersen, Trond (2007) *Årsregnskapet. Del 2, Periodisering, vurdering og analyse: oppgaver og løsninger*. 2. edition. Bergen, Fagbokforlaget.

Myrbakken, Elisabeth (2007) *IFRS på norsk: forskrift om internasjonale regnskapsstandarder. Latest edition*. Oslo, DnR forl.

Handouts.

Recommended literature

Gjesdal, Frøystein, Kvaal, Erling og Kvifte. Steinar S. (2006) *Internasjonale regnskapsstandarder*, Oslo, Cappelen Akademisk Forlag

Johnsen, Atle og Erlend Kval (1999) *Regnskapsloven: kommentarer til lov av 17. juli 1998 nr 56 om årsregnskap m.v.* 1. edition, Oslo, Cappelen akademisk forlag.

Kvifte, Steinar Sars (2004) *Konseptuelle rammeverk for regnskap*. 1. edition, Oslo, DnR forl.

Tellefsen, J. T. og Langli, J. C. (2005) *Årsregnskapet*. Latest edition. Oslo, Gyldendal Akademiske.

Revisors Håndbok. Latest edition, Oslo, Den norske revisorforening.

BØA3045 TAX LAW FOR AUDITOR EXAMINATION

Credits:	5 (20 ECTS credits)
Semester:	1 semester
	Autumn

Objective

The purpose of the course is to prepare the students for the auditor examination through tuition in tax and duties legislation.

Prerequisites

BØA2010 Tax Law 15 ECTS, or any course deemed to be equivalent.

Tuition

Lectures and group work (in Norwegian).

Assessment

Individual written examination, 6 hours. This course gives reduction in ECTS-points, due to overlap with BØA 2010

Contents

Norwegian tax law with special focus on:

- taxation for limited and unlimited companies
- realization of stocks and shares
- value-added tax (VAT)
- inheritance tax

Syllabus literature

Gjems-Onstad, Ole (red.) *Skattelovsamlingen*. Oslo, Gyldendal Akademisk. Siste utgave. OR
Jarøy, Jacob *Norsk Skattelovsamling*. Skien, Jacob Jarøy Forlag. Siste utgave.

Torgrimsen, Bjørn *Oppgavesamling i skatterett: revisoreksamen*. Oslo, Cappelen Damm.
Siste utgave.

Kristoffersen, Trond *Kompendium i merverdiavgift – oppgaver med løsningsforslag*. Bergen,
Fagbokforlaget. Siste utgave.

Refsland, Thor *Lærebok i merverdiavgift: innføring i merverdiavgiften*. Oslo,
Skattebetalerforeningen. Siste utgave. OR Gjems-Onstad, Ole. *Merverdiavgift - en innføring*,
Oslo, Gyldendal. Siste utgave.

Utvalgte avsnitt fra Arveavgiftshåndboken - *Artikkelsamling fra Skatteetaten*. Skattedirektoratet.
(lastes ned fra www.skatteetaten.no)

Brudvik, Arthur J. *Skatterett for næringsdrivende*. Siste utgave. Oslo, Cappelen akademisk. OR
Lignings-ABC 2007. Siste utgave. (Finnes også på www.skatteetaten.no) i kombinasjon med
pensum fra BØA 2010 (Fallans bok).
Handouts etc

Recommended literature

Gjems-Onstad, Ole og Tor S. Kildal. *MVA-kommentaren*. Siste utgave. Gyldendal Akademisk.
Fallan, Lars (2008) *Innføring i skatterett 2008-2009 : for økonomisk-administrative
Høgskolestudier*. Siste utgave. Oslo, Gyldendal Akademisk. (Pensum BØA 2010)
Arveavgiftshåndboken - Artikkelsamling fra Skatteetaten. Skattedirektoratet. (lastes ned fra
www.skatteetaten.no)

Zimmer, Frederik *Lærebok i skatterett*. Siste utgave. Oslo, Universitetsforlaget.

Lovforarbeider (se NOU og Ot.prp på Finansdepartementets sider på www.regjeringen.no)

BØA3050 INTRODUCTION TO MANAGEMENT CONTROL

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective and contents

The objective is to develop the students' ability to make decisions based on the use of management control tools. The course deals with various techniques for product costing (ABC, process costing and allocation of joint costs) and seeks to provide a more advanced understanding of budget control and multidimensional and non-financial control systems. The course also discusses topics such as transfer pricing and performance measurement.

Tuition

Lectures

Assessment

Individual written examination.

Syllabus literature

Horngren, Datar og Foster (2006). Cost Accounting. A Managerial Emphasis. 12. edition. Prentice Hall

BØA3055 CORPORATE GOVERNANCE

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

This course provides insight into corporate governance, accountability and enterprise risk management. The theoretical fundament in this course is agency theory and stakeholder theory. Participants should gain an understanding of how corporate governance principles and the enterprise risk management framework can be implemented and monitored by the board of directors. Regulation and “best practice” for board processes will be discussed. We will also discuss how boards, auditors and management can contribute to fraud prevention, and detection.

Prerequisites

A basic knowledge of corporate law, accounting and management control is recommended

Tuition

Lectures (in Norwegian only) and group work.

Assessment

Individual written examination. Examination support: Norges Lover, and approved calculator

Content

Corporate governance, risk management and internal control
Theory: Agency theory, Transaction cost theory, Stakeholder theory
Roles and responsibilities
Board of directors
Law and codes
Enterprise risk management
Fraud
Corporate governance quality, risk assessments and valuation

Syllabus literature

Solomon J: *Corporate Governance and Accountability*, Wiley 2007

COSO (Committee of Sponsoring Organizations of the Treadway Commission) / NIRF (Norges Interne Revisorers Forening) : *Helhetlig risikostyring - et integrert rammeverk - Sammendrag – Rammeverk (COSO ERM) (hefte nr 1), NIRF 2005*

Norsk Utvalg for Eierstyring og Selskapsledelse (NUES): *Norsk anbefaling for eierstyring og selskapsledelse*

Olsen A. B.: *Økonomisk kriminalitet – forebygging, avdekking og gransking*, Universitetsforlaget 2007 – selected chapters

Kjølaas C. og Olsen A.B.: *Styrearbeid og styreansvar – en oversikt til bruk i undervisning*, TØH-notat 2007

Friedman, 1970: The Social Responsibility of Business is to Increase its Profits, *The New York Times Magazine*, 13.09.1970

Handouts may come in addition. Complete reading requirements will be provided in the first lecture.

INT2010 LOGISTICS

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

The objective is to show how logistics can increase profitability and customer satisfaction. How to apply logistics as a natural part of the organization, together with the traditional functions of the company, is addressed.

Tuition

Lectures, group work

Assessment

Individual written examination

Contents

Logistic management: an overview
Organization of the logistic function
Strategy planning for logistics

Syllabus literature

Banken, K. og Aarland, R. A.: *Logistikk, ledelse og marked*. Fagbokforlaget, 2003.
Articles and handouts.

INT2016 PROJECT MANAGEMENT

Credits	7,5 ECTS credits
Semester	1. semester Autumn

Objective

Competence in project management is an important part of the overall competence related to changes in an organisation. By giving the students a basic introduction to projecting as a work form and project management/-control as a profession, the students should be able to acquire a foundation for contributing in a positive way as project co-workers and managers in the variety of projects to be realized in connection with necessary development work in business firms and institutions.

Tuition

Lectures, group work, presentations and plenary discussions. Limited number of students.

Assessment

The project work should be written by 2 to 5 students. The chosen topics must be within the stipulated course syllabus. The work may be executed as a purely theoretical treatise or as a practical task related to a business enterprise. The students are themselves supposed to establish contact with a relevant company.

Contents

- Project management: project characteristics as a form of work
- Success factors: distinguishing characteristics of a successful project
- The strategic and organizational foundation of projects
- Early analysis of projects: the economy of projects
- Superior project planning: targets and milestones
- Project organization: division of work and responsibility
- Planning of project work in detail: planning of activities
- Supervision of projects: evaluation of results, reporting
- Bringing projects to an end: documentation, presentation

Syllabus literature

Andersen, Grude, Haug: "Målrettet prosjektstyring". NKI Forlaget, last ed.

Articles and handouts.

JUR2001 COMMERCIAL LAW I

Credits:	7,5 ECTS credits
Semester:	1. semester Spring

Objective

The objective of the course is to give an extensive introduction to private law. The course will develop the student's analytical skills in interpreting and solving business problems with legal implications.

Tuition

Lectures and tutorials. Written work under exam conditions, to be commented by the teacher.

Assessment

Individual written examination

Contents

General legal method and jurisprudence
Personal law (law relating to personal capacity)
Family law
Law of succession
Law of torts
Law of contract, and particular contracts (eg Sale of Goods Act)
Law of property, including law of liens and mortgages
Insolvency (bankruptcy, liquidation, debt settlement, voluntary arrangement)
Corporate law

Syllabus literature

Gundersen, Fr. Fr. og Brudevik, A.J.: *Jus for økonomer*. 8th ed. Fr. Fr. Gundersen 2006
Haga, Karl J.: *Oppgaver i rettslære*. 8th ed. Oslo: Cappelen 2006
Norwegian Statues Compilation (Norges Lover) 1685-2007

JUR3001 COMMERCIAL LAW II

Credits:	15 ECTS credits
Semester:	1 semester
	Autumn

Objective

The objective of the course is to give an extensive introduction to private law, and secondary public law (administrative law). The course will develop the student's abilities and skill in approaching and solving business problems with legal implications.

Prerequisites

Law I JUR2001 or any course deemed to be equivalent.

Tuition

Lectures and tutorials. Written work under exam conditions, to be commented by the teacher.

Assessment

Individual written examination

Contents

Similar to Law I at an advanced level. Some administrative law is also included:
General legal method and jurisprudence
Personal law (law relating to personal capacity)
Family law
Law of succession
Law of torts
Law of contract, and particular contracts (eg Sale of Goods Act)

Law of property, including law of liens and mortgages
Insolvency (bankruptcy, liquidation, debt settlement, voluntary arrangement)
Corporate law
Administrative law

Syllabus literature

Børresen, Pål: *Konkurs*, 3th ed. Oslo: Bedriftsøkonomens Forlag, 2001
Gundersen, Fr. Fr. og A. J. Brudvik: *Jus for økonomer*. 8th ed. Fr. Fr. Gundersen, 2006
Haga, Karl J.: *Oppgaver i rettslære*. 8th ed. Oslo: Cappelen, 2006
Martinussen, Roald: *Kjøpsrett*, 3th ed. Oslo: Bedriftsøkonomens forlag, 2006
Os, Audvar m.fl.: *Forvaltningsloven og kommunene*, 3th ed. Oslo: Kommuneforlaget, 2001.
Norwegian Statues Compilation (Norges Lover)1965-2007.

MET1001 MATHEMATICS

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

This is an introductory course in mathematical analysis. The purpose is to help students acquire the mathematical skills needed to solve basic economic problems and to read relevant literature in the field of economics.

Tuition

Lectures, group work.

Assessment

Individual, written examination

Contents

Functions of One Variable
Differential Calculus
Single-Variable Optimisation
Implicit differentiation and elasticity
Exponential- and Logarithmic Functions
The Mathematics of Finance
Integration
Functions of Several Variables
Partial Derivatives
Multivariable Optimisation
Constrained Optimisation. The Lagrange Multiplier Method

Syllabus literature

Bjørnestad, H., U.H. Olsson, S. Søyland og F. Tolcsiner 2007. *Matematikk for økonomi og samfunnsfag*, 7. edt. Kristiansand: Høyskoleforlaget.

MET1002 STATISTICS – BASIC

Credit:	7,5 ECTS credits
Semester:	1 Semester Spring

Objective

This is an introductory course to statistics for students in business and economics. Our objective is to make statistics applied, lively, and clear.

Prerequisites: MET 1001. Mathematics Basic.

Tuition

Lectures, group work.

Assessment

Individual, written examination

Contents

What is statistics about?

Descriptive statistics

Probability Theory

Discrete Probability Distributions (The Binomial distribution, Hypergeometric distribution and Poisson distribution)

Continuous Probability Distributions (The Normal distribution)

Two random variables (Covariance and Correlation)

Estimation

Hypothesis testing

Simple regression analysis

Applied Statistics with Excel

Syllabus literature

Løvås G., 2004, *Statistikk - for universiteter og høyskoler*, Universitetsforlaget, 2005

MET2010 APPLIED STATISTICS

Credit:	7,5 ECTS credits
Semester:	1. semester Autumn

Objectives:

The course is built on the content of Basic Statistics. A central issue is the application of Excel and SPSS using “real” datasets. Main focus is solving exercise problems and interpretation of results within the field of micro-/macroeconomics, finance, marketing and management. The objective is hence to provide a statistical/econometric fundament for students that makes them prepared for their own research (bachelor and master thesis). Datasets from the subject areas mentioned above will be analysed, using techniques such as variance analysis, non-parametric methods, simulation, regression analysis, time series analysis, simultaneous equation modelling, panel data techniques and discrete choice models.

Prerequisites: MET1001 and MET1002. Basic Mathematics and Basic Statistics.

Tuition

Lectures, group work. Datalab with combined lectures and exercises, using datasets from micro-/macroeconomics, finance, marketing and management.

Assessment

An exercise must be performed and approved in order to take the exam. More information will be given at the start of the course. There is an individual, written examination after the course.

Contents

The understanding of Excel and SPSS
Short repetition of basic statistics
Variance analysis
Non-Parametric Statistics
Simulation
More on regression analysis (simple and multiple, tests, prediction, residual analysis etc)
Non-linear regression and dummy variables
Multicollinearity and Autocorrelation
Simultaneous equations
Time series analysis
Volatility modelling
Panel data methods
Discrete choice models
How to write empirical reports (bachelor and master thesis)

Syllabus literature

Løvås G., 2005, Statistikk for høgskoler og universitet, Universitetsforlaget
Notes / Compendium (to be specified at the beginning of the course)

MET3001 RESEARCH METHODS

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

Give students basic knowledge of the key features in research methods and teach them to carry out and participate in research projects. Prerequisite is a basic knowledge in statistics (MET1002 or equivalent).

Tuition

Lectures and exercises.

Introduction to SPSS.

Assessment

Individual, written examination

Contents

Research and problem definition
Research design
Elementary data collection methods
Basic sampling methods
Elementary data analysis and interpretations
Report writing

Syllabus literature

Jacobsen, D.I: *Hvordan gjennomføre undersøkelser?*, Høyskoleforlaget, 2005.

Articles, Stiklestad and Thøring 2007

Recommended literature

Eikemo, Terje Andreas & Clausen, Tommy Høyvarde (red.) (2007) *Kvantitativ analyse med SPSS: en praktisk innføring i kvantitative analyseteknikker*. Trondheim, Tapir akademisk forlag.

Johannessen, Asbjørn (2007): *Introduksjon til SPSS: Versjon 14*. 3 utg. Oslo: Abstrakt forlag

Nyeng, Frode (2004) *Vitenskapsteori for økonomer*. Oslo, Abstrakt forlag.

MET3002 RESEARCH METHODS – AUDIT

Credits:	5 ECTS credits
Semester:	1 semester
	Autumn

Objective

This is a modified version of MET3001 adapted for students on the bachelor programme in auditing. The objective is to give the students basic knowledge of the key features in research methods and teach them how to carry out and participate in research projects. Prerequisite is a basic knowledge in statistics (ME120 / MET1002).

Tuition

Lectures and exercises. The exercises will be concentrated to research questions relevant for auditing students.

Introduction to SPSS

Assessment

Compulsory submission of individually written paper early in the semester. Comments on this paper will be given, and final marks will be given on the basis on new submission at the end of the term

Contents

Research and problem definition
Research design
Elementary data collection methods
Basic sampling methods

Elementary data analysis and interpretations
Report writing

Syllabus literature

Jacobsen, D.I: *Hvordan gjennomføre undersøkelser?*, Høyskoleforlaget, 2005.
Articles

Recommended literature

Johannessen, Asbjørn: *Introduksjon til SPSS : versjon 14*. Abstrakt forlag 2007

Nyeng, Frode: *Vitenskapsteori for økonomer*, Abstrakt forlag, 2004

MRK1001 MARKETING - BASIC COURSE

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

The course aims to give the students basic concepts in marketing and to give the students the opportunity to implement marketing knowledge on realistic marketing problems.

Tuition

Lectures, group work

Assessment

Individual, written examination

Contents

Presentation of a planning model
Market information system
Satisfaction management
Company` s vision, mission and goals
Company culture - market oriented management
Company identity
The value chain
Product-market strategy
Price strategy
Distribution strategy
Sales – and communication strategy
Relation strategy

Syllabus literature

Equivalent literature in English: Philip Kotler: “Marketing Management – analysis,planning, implementation and control”, Prentice Hall.

MRK2010 MARKETING COMMUNICATION

Credits:	7.5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The goal of the course is to give the students a broad introduction into communication as an important part of the marketer's toolbox, as well as an introduction into different communication theories. By focusing on mass communication, personal communication and communication between departments and companies, the student shall develop a broad perspective on the role of communication on a marketing perspective. The student will also gain knowledge about the advertiser, her/his cooperative partners, as well as other actors in the advertising industry. Throughout the course emphasis will be on developing an understanding of how different ways of communicating give different results for the company.

Tuition

Lecturers and discussions

Assessment

Individual, written examination

Contents

What is communication?

What is marketing communication?

Promotion - advertising, public relations and sales promotions

Personal selling, listening, and personal communication

Relationships in the advertising industry and between advertiser and agency

Information asymmetry and marketing

Communication within the company

Business to Business communication

Information

Influence strategies

Communication flows

Deceptive communication and advertising

Communication planning

 Target groups

 Positioning

 Development of a communication strategy

 Development of a media strategy

Forming the message

 Creativity and solutions

The message in different channels

Syllabus literature

Percy, L. and R. Elliot. 2005. Strategic Advertising Management. 2nd ed. Oxford: Oxford University Press.

Ulvnes, Arne M.,(2008), Articles, Market communication strategies, Trondheim Business School

MRK3010 INTEGRATED MARKETING

Credits:	7.5 ECTS
Semester:	Spring

Objectives

The course will give the students basic and relevant knowledge within marketing theory. The aim is to introduce them to the vast areas where marketing knowledge is relevant and applicable.

Evaluation

Written individual examination for 4 hours (15 ECTS)

Contents

Strategic management
Market planning
Service Marketing
Internal branding
Relationship marketing
Consumer Behaviour
Market communication
Corporate branding / CRS
Marketing Channels

Syllabus literature

Kotler og Keller: *Marketing Management* 12e, Pearson Prentice Hall, 2005

A collection of course articles

Recommended literature

Nigel Piercy: *"Market-led Strategic Change"*, Butterworth/Heinemann, 2000

Solomon/Bamosy/Askegaard: "Consumer Behavior – a European perspective", Prentice Hall, 2002.

MRK3021 SPORTS MARKETING

Credits:	7,5 ECTS credits
Semester:	Spring

Objective

The aim of the course is to create an understanding for how Sports marketing can give valuable insight into analyzing and developing sports, thereby creating value and increasing the attractiveness of a sport for different stakeholders like participants, spectators, advertisers, sponsor and the media.

Tuition

Lectures, group work, cases, article presentations, and classroom discussions

Assessment

Individual, written examination for 4 hours.
Examination support : Dictionary

Contents

What is sports marketing?
Selecting and understanding participants and spectators
Market structure and stakeholders in sports industry
Contingency framework for strategic sportsmarketing
How to measure service quality in sport industries
The Sports Marketing Mix
The role and the use of media
Sponsorship

Syllabus literature

Schank, Matthew D., *Sports Marketing – A strategic perspective*, third edition, 2005, Prentice Hall, upper Sadle River, New Jersey
Collection of articles

MRK 3025 INNOVATION AND BUSINESS DEVELOPMENT

Credits:	7,5 ECTS credits
Semester:	1 semester Autumn

Objective

This course gives insight into processes related to innovation and new business development. The course combines theoretical insight illustrated with practical cases. The course emphasizes the development of understanding of core concepts within the field as well as focus upon how new and established firms develop and utilize resources in order to create sustained competitive advantage.

Teaching and activities

Lectures, student presentations.
Mandatory term paper. The course is taught in Norwegian

Assessment

Mandatory term paper counts 25 %
Individual written exam counts 75%

Themes

Introduction to innovation
New venture creation
Development of business
Development of knowledge based firms with the following sub themes: resource analysis, internationalisation, strategy and early stage finance.

Syllabus

Jensen, J. I., Kolvereid, L. og Erikson T. (red.) (2006). *Perspektiver på entreprenørskap*. Høyskoleforlaget.

Barringer, B. og Ireland, R. (2007). *Entrepreneurship – Successfully Launching New Ventures*, Prentice Hall, New Jersey

Supplementary reading

Cooper, R. G. (2005): *Product Leadership – Creating and Launching Superior New Products. Second Edition*, Cambridge: Perseus Books.

MRK3030 INNOVATION IN INDUSTRIAL MARKETS

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

The objective of the course is to create insight into innovation in industrial (Business-to-Business) markets. Here, innovation refers to development of new or improved products and production processes. Such innovations often involve interaction among several companies, hereunder customers, suppliers and other cooperating partners. The course will provide knowledge on how to analyze and understand complex processes and structures in relation to innovations in industrial markets. The course makes use of a practical approach towards development-related problems and challenges faced by companies.

The course includes a term paper that consists of three parts. The first part covers involvement of industrial customers in relation to an innovation. The second part covers challenges and problems that have to be solved internally in the company in relation to an innovation. The third part covers use of cooperating partners and suppliers in relation to the development of a new product.

Tuition

Lectures, student presentations.

Compulsory term paper, conducted in groups.

Assessment

Evaluations throughout the course.

Compulsory term paper.

Oral presentations, conducted in groups.

Final exam

Individual, written exam, 4 hours.

Aids on exam: none

Contents

Introduction to innovation and technical development

Innovation management

Innovation and context (innovation systems, cluster)

Innovation in industrial networks

Innovation and cooperation with suppliers
Market orientation and cooperation with customers in relation to innovations
Pilot customer challenges
Core competence, complementary resources

Syllabus literature

Articles.

Supplementary literature

Cooper, R. G. (2005): *Product Leadership – Creating and Launching Superior New Products. Second Edition*, Cambridge: Perseus Books.

ORG1100 ORGANIZATION AND MANAGEMENT

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The main aim of the course is to give an introduction to organizational theory and management. The students learn how to analyse and present solutions to organizational problems. The students work in groups.

Tuition

Lectures, group work and presentations.

Assessment

Four hour individual written examination. No assisting material allowed.

Admittance to exam require passed mid-term test.

Contents

Organizational Theory in a historic perspective
Goal and efficiency, decision-making, structure and culture
Power and conflict in organizations
Learning and Change
Leadership theory
Work motivation
Group work and relationships
Group psychology
Women in management
Management of change
Knowledge management

Syllabus literature

Jacobsen, Dag og Jan Thorsvik: *Hvordan organisasjoner fungerer*. Fagbokforlaget. 3rd edition 2007.

Articles will be available by the start of semester

Recommended literature

Busch, Tor og Vanebo, Jan Ole: Organisasjon og ledelse. Universitetsforlaget 5. utg. 2003.
Jacobsen, Dag og Jan Thorsvik: Hvordan organisasjoner fungerer. Arbeidsbok. Casesamling. Fagbokforlaget. 2nd edition 2002.
Fivelstad E. og J. F. Bakka: *Organisasjonsteori: struktur, kultur, prosesser*. 3th edition Oslo: Cappelen, 1996.
Morgan, G.: *Organisasjonsbilder*. Oslo: Universitetsforlaget, 1988.

ORG2020 CHALLENGES OF LEADERSHIP

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

The main aim of the course is to use organizational theory and management theory in practice. The students will be trained to use theories with different perspectives in real life situations.

Tuition

Lectures, group work and presentations.

Assessment

Project work with an oral presentation.

Contents

Theory and practice – tools
Various perspectives on organizations
Trends – international and national
Learning and Change
Management of change

Syllabus literature

Bolman, L.G og Deal, T.E. (2004) *Nytt perspektiv på organisasjon og ledelse: Strukturer, sosiale relasjoner, politikk og symboler*. Gyldendal akademisk.
Articles will be available by start of semester

Recommended literature

Morgan, Gareth (1998) *Organisasjonsbilder: innføring i organisasjonsteori*. Universitetsforlaget.
Kotter, John P & Cohen, Dan.S *The heart of change*. Harvard Business school press 2002

ORG2002 BUSINESS MANAGEMENT

Credits:	7.5 ECTS credits
Semester:	1 semester
	Spring

Objective

This course aims to be an introduction to the various traditions in the field of strategic management. Our objective is to give the students basic skills for a systematic analysis and evaluation of strategic possibilities in enterprises. More specifically, give the students the necessary knowledge, to enable them to complete a "rational" strategic analysis of a specific enterprise.

Tuition

Lectures and discussions.

Assessment

Individual, written examination

Contents

Strategic analysis
Alternative views of strategy
Strategy models
Formulating strategies
Implementing strategies

Syllabus literature

Roos, Göran, von Krogh, Georg og Roos, Johan, med Lisa Fernström. Strategi – en innføring. 4 utgave, Fagbokforlaget 2005
Artikkelsamling

ORG3011 HUMAN RESOURCE MANAGEMENT

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn 2007

Objective

Introduction to Human Resource as an academic field. The course gives insight into and understanding of the challenges organizations face in this field today.

Tuition

Lectures and group work.

Assessment

Individual, written examination

Contents

Strategic human resource management
Recruiting, training and retraining new employees
Developing capabilities for organizational learning
Evaluation of employees
Developing competence
Handling conflicts
Knowledge workers and management

Creativity at work

Syllabus literature

Grimsø, Rigmor E.: ”Personaladministrasjon: Teori og praksis”, 4. utgave, Oslo: Universitetsforlaget, 2005.

Einarsen, Ståle og Skogstad, Anders (red.): ”Det gode arbeidsmiljø, krav og utfordringer”, 2000.

Articles

Recommended literature

Grimsø, Rigmor E.: ”Personaladministrasjon: Teori og praksis”, 4. utgave, Oslo: Universitetsforlaget, 2005 (de kapitler som ikke er pensum).

Einarsen, Ståle og Skogstad, Anders (red.): ”Det gode arbeidsmiljø, krav og utfordringer”, FAGbokforlaget Vigmostad & Bjørke, 2000 (de kapitler som ikke er pensum).

Nordhaug, Odd: ”Målrettet personalledelse”, 2. utgave, Tano Aschehoug, 1998.

Nordhaug, Odd: ”Kompetansestyring i arbeidslivet”, Tano Aschehoug, 1998.

ORG3012 HUMAN RESOURCE STRATEGY

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The main aim of the course is to give the students a deeper understanding of the importance of the human resources in organizations. The development of this competence on an individual and organizational level is an important part of this course.

Tuition

Lectures, group work and presentations.

Assessment

Four hour individual written examination. No assisting material allowed.

Contents

Development of an organizations competence in a strategic perspective

Human resource management

Competence and career planning

Tools and methods for human resource development

National and international trends and changes and the implications in human resource development

Syllabus literature

Odd Nordhaug (2002) *LMR: Ledelse av Menneskelige Ressurser. Målrettet personal- og kompetanseledelse*. Oslo, Universitetsforlaget.

Articles will be available by start of semester

Recommended literature

Linda Lai (2004) *Strategisk kompetansestyring*. Bergen, Fagbokforlaget.

Dreher, G.F. og T.W. Dougherty (2002). *Human resource strategy: A behavioral perspective for the general manager*. Boston, McGraw-Hill/Iewin

ORG3025 MANAGEMENT OF CHANGE

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

The aim is to show the students how to meet the processes of change in corporations and to see these processes as a great challenge for management. An important theme in this course is dealing with the strategic work of the change processes, planning and accomplishing results of the change processes. Dilemmas, both practical and ethical dilemmas that turn up in these processes, are also integrated in the course.

Tuition

Lectures, presentations, discussions and group-work

Assessment

Individual written examination

Contents

The need for change- challenges arising from changes in external conditions

Strategies for managing change

The management of change - corporate visions of change

Change in corporate culture, corporate profile and the importance of added value

Ground rules for processes of change – conflict and power struggle

The responsibility of the board for processes of change

Critical factors related to the management of change

Syllabus literature

Kotter, John P. *Leading change*. - Boston, Mass: Harvard Business School Press, c1996.

Banken, K. og Solberg, S.L. *Markedsplanlegging – fra visjon til kundetilfredshet* Tapir akademiske forlag 2002

Banken: Articles i *Endringsledelse* 2006

Recommended literature

Amundsen, Jan Sverre. (2005) *Verdiskapende endring – veien mot beste praksis*. Oslo, Gyldendal Akademisk.

Cummings, T.G. & Worley, C.G. (2005) *Organization development and change*. 8.ed. Mason, Ohio, Thomson/South-Western.

REV3015, REV3025 AUDITING

Credits:	35 ECTS credits
Semester:	2 semesters

Objective

Both lectures and the general study structure are designed to prepare the student for the final state examinations. The objective is to give the students basic knowledge of business economics theory, training and insight into the use of fundamental methods of analysis. Also gain basic knowledge of and skills in working with financial accounts and the analysis of these, based on existing rules and regulations. To develop the ability of economic thinking from a leadership perspective.

Tuition

Lectures, exercises.

Assessment

2 final individual written state examinations:
REV3015 Auditing Theory and Method
REV3025 Financial Accounting and Auditing

Contents

Annual balance of accounts
Examination of requirements of the annual balance, including periodising, valuation, classification, specification, and additional information
The auditory profession
Examination of the prerequisites of good auditing practice
Auditing techniques
The place and content of business economics analysis, use of models.
Production, costs, and income analysis.
Types of market structures and price setting.
Product and costs calculations.
Break-even point analysis
Problems of product choice.
Making out financial accounts.
Measurement problems.
Accounting and Tax Laws.
Accounts analysis.
Calculations of capital requirements and budgeting.
Electronic data processing and accounting.

Syllabus literature

Gulden, Bror Petter (2006) *Revisjon : teori og metode*. 5.utg. Oslo, Cappelen Ak. Forlag.
Lovregler og revisjonsstandarder gjengitt i Dnr *Revisors Håndbok* (utgis årlig).
Huneide, Jens-Erik m.fl. (2007) *Årsregnskapet i teori og praksis*. 8.utg. Oslo, Gyldendal
Johnsen, Atle og Erlend Kval (1999) *Regnskapsloven: kommentarer til lov av 17. juli 1998 nr 56 om årsregnskap m.v.* Oslo, Cappelen akademisk forlag.
Lovregler og regnskapsstandarder gjengitt i *Revisors Håndbok* (2007) Oslo, Den norske revisorforening.

Fladstad, Harald N., Kvifte, S.S. og Tofteland, A. (2002) *Årsregnskap og god regnskapsskik oppgavesamling med løsninger*. 2.utg. Oslo, Den norske revisorforening.

SMØ1001 MICROECONOMICS

Credits:	7,5 ECTS credits
Semester:	1 semester Spring

Objective

The purpose of this course is to help the students to attain a basic understanding of microeconomic behaviour in a modern industrialised society. Through the lectures and exercises the students are introduced to the main concepts and relations of microeconomic theory.

Tuition

Lectures and seminars.

Assessment

Individual, written examination.

Contents

- Basic theory of consumer behaviour
- Basic theory of the firm and the producer
- General market theory:
 - perfect competition
 - monopoly
 - monopolistic competition
 - oligopoly

Syllabus literature

Pindyck, Robert S. *Microeconomics*, Daniel L. Rubinfeld. - 5th ed. - Upper Saddle River, N.J. : Prentice Hall, c2005.

Grønn, Erik. *Mikroøkonomi : formler og oppgaver* : løsningsforslag / Erik Grønn. - Siste. utg. - Oslo : Cappelen akademisk

Recommended literature

Dedekam, Anders, jr. *Mikroøkonomi*- Bergen : Fagbokforl., siste utg. Ringstad, Vidar. *Mikro- og markedsøkonomi* / Vidar Ringstad, siste utg. - [Oslo] : Cappelen

SMØ2001 MACROECONOMICS

Credits:	7,5 ECTS credits
Semester:	1 semester Autumn

Objective

The purpose of this course is to help students attain a basic understanding of how economic policies are designed to reach political and economic goals.

Tuition

Lectures and group work.

Assessment

Individual, written examination. Compulsory paper/test.

Contents

- concepts and relations of the National Budget
- aggregate demands
- IS-LM-BP models
- exchange rate regime
- fiscal and monetary policy
- application of the theory on the Norwegian economy

Syllabus literature

Bredesen and A. Dedekam: *Hjelper i makroøkonomi*. Oslo: Univ.forlaget , latest ed.

Dedekam, A.: *Makroøkonomi*. Oslo: Universitetsforlaget, latest ed.

SMØ2025 THE ECONOMICS OF SPORT

Credits:	15 ECTS credits
Semester:	1 semester
	Spring

Objective

The subject is split into two sections. The first section aims to give the students an understanding of economic issues related to sport and sporting activities. Special attention is paid to analysing the factors that influence the revenues and costs from these activities. This, both applies to their monetary values, as well as to the distribution of them and, additionally, how to measure the value of non-monetary impacts.

The second section is called Sport and Marketing. The aim of Sport and Marketing is to create an understanding of how Sports marketing can give valuable insight into analyzing and developing sports, thereby creating value and increasing the attractiveness of a sport for different stakeholders, like participants, spectators, advertisers, sponsors and the media.

Tuition

Lectures and case studies.

Assessment

Individual, written examination.

Contents

Sport competitions as commodities

The demand for sport

The supply of sport; the distribution between the private- public and voluntary sector

Sport and media – an economic perspective.

Market structure and stakeholders in sports industry

The sports offering and value creation

Contingency framework for strategic sportsmarketing

The Sports Marketing Mix
The role and the use of media - an marketing perspective
Sponsorship

Syllabus literature

Cook, A. (1994). *The economics of leisure and sport*. London: Routledge.
Gratton, C. & Taylor, P. (2000). *Economics of Sport and Recreation*. London: Routledge.
Gratton, C. & Solberg, H. A. (2007). *The Economics of Sport Broadcasting*, Routledge.
Schank, Matthew D., *Sports Marketing – A strategic perspective*, fourth edition, 2008, Prentice Hall, upper Sadle River, New Jersey

Articles

SMØ3015 INTERNATIONAL MONETARY THEORY

Credits	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

To introduce the students to monetary policy and exchange rate policy, and to learn to analyse the sector from a macroeconomic perspective. To give an understanding of how the balance of payments and exchange rates work, and the consequences of fiscal and monetary policy

Tuition

Lectures, presentations and group work

Assessment

Individual written examination. Compulsory paper/test.

Contents

Inter-temporal budget constraints
Supply and demand for money
Supply and demand for currency
Exchange rate regime
Aggregate demand and aggregate supply
Supply-Side policy
Fiscal policy
Monetary and exchange rate policy
Financial stability
Euro
Exchange rate determination in the short and in the long run
The international monetary system
Business cycles
Inflation target
Norwegian monetary policy

Syllabus literature

Burda, M. and C. Wyplosz: *Macroeconomics*. Oxford: Oxford University Press, Latest edition.

Norges Bank: Norske finansmarkeder- pengepolitikk og finansiell stabilitet, Occasional paper No 34, 2004

Articles and handouts

Norges Banks Penger og kreditt.

Økonomiske utsyn, Statistisk Sentralbyrå

Nasjonalbudsjett.

Recommended literature

Austvik, Ole Gunnar. Internasjonal handel og økonomisk integrasjon / Ole Gunnar Austvik, Isachsen, Arne Jon. Globale penger / Arne Jon Isachsen og Geir H. Bjønnes. - Oslo : Gyldendal Akademiske, 2004.

Erling Vårdal, Ivar Bredesen. - Oslo : Gyldendal akademisk, 2002.

Hanisch, Tore Jørgen. Norsk økonomisk politikk i det 20. århundre : verdivalg i en åpen økonomi / Tore Jørgen Hanisch, Espen Søylen, Gunhild Ecklund . - Kristiansand : Høyskoleforl., 1999.

Euroen og den norske kronens skjebne / Arne Jon Isachsen og Ole Bjørn Røste (red.). - Bergen : Fagbokforl., c1999.

Korsvold, Pål E. Valutastyring / Pål E. Korsvold. - 2. utg. [i.e. 3. utg.]. – Oslo:Cappelen 2000.

Klovland, Jan Tore. Pengepolitisk tennis: To klassiske dobbeltfeil og en ny dårlig serve. I : *Økonomisk politikk i en turbulent verdensøkonomi* / Thøgersen, Øystein(red): SNF årbok 1999, Fagbokforlaget .

Hagen, Rune Jansen. Finanspolitisk trøye eller keiserens nye klær? I: *Økonomisk politikk i en turbulent verdensøkonomi* / Thøgersen, Øystein(red): SNF årbok 1999, Fagbokforlaget

Steigum, Erling. Moderne makroøkonomi / Erling Steigum. - Oslo : Gyldendal akademisk, 2004.

Perspektiver på pengepolitikken / Jan Fredrik Qvigstad og Øistein Røisland (red.). - Oslo : Gyldendal akademisk, 2000.

SMØ3020 APPLIED MICROECONOMICS

Credits	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

Give the students an understanding of how microeconomics can be applied to concrete problems and, in particular, how the market functions when the free market conditions are not present. The focus is on markets with few participants, and there will be extensive use of game theory to give students insight into the strategic thinking of competitive agents.

Tuition

Lectures

Assessment

Individual, written examination

Contents

Game Theory

Price Competition

Strategic Moves

Coordinated Behaviour

Uncertainty and Expected Utility
Auction Theory
Problems of Information

Syllabus literature

Sørgard, Lars 2003. *Konkurransestrategi - eksempler på anvendt mikroøkonomi*. 2. ed. Bergen:

Fagbokforlaget.

Collection of articles.

MASTER COURSES

AF500 MASTER THESIS

Responsibility:	Teaching supervisor, appointed
Credits:	30 ECTS credits
Semester:	Spring

Objectives

The Master Thesis is an independent student project under guidance. By means of the thesis the students are supposed to demonstrate their ability to outline, analyze and work out the problems they focus on. The thesis should also meet the demand for relevance. This means that it should produce new knowledge directed towards certain goals or applications. For the students the thesis is meant to be the apprentices' final test. It is supposed to prove that the students possess the knowledge of scientific methods needed for their approach to the problems.

Lines of direction

In principle, the work on the Master Thesis starts with a preliminary project outline, to be handed in by the end of the 2nd semester. The written outline or draft will then decide who should be appointed supervisor. During the 3rd semester the students will work up the draft, which will be approved by the end of November.

Regarding the Master Thesis itself, the following rules are laid down:

1. The Master Thesis is written either by one student alone or by 2 students together, but not by more than two students.
2. The student(s) and the supervisor will enter an agreement regarding the progress and guidance of the project. This will be done after the project draft has been approved.
3. The scope of the Master Thesis is dependent on whether the work is done by one student alone or by two students. In the case of one student alone the range should be approximately 90 pages. If it is a joint effort by two students the number of pages should be about 120.
4. The Master Thesis should contain an abstract/summary in English of one A4 page to be inserted after the introduction. The summary is supposed to provide brief information about the problems to be approached, the application of theory, scientific methods, and the main conclusions.

Assessment

The thesis will be evaluated by the students' advisor and an external evaluator, and it will be assigned a grade.

BA 411 VALUATION AND PROFITABILITY

ECTS Credits:	7,5
Semester:	1 semester
	Autumn

Objective

The course aims to teach the students to structure and solve problems they might encounter as an economic advisor for a company or an organization. The type of problems concerned would be within the fields of financial accounting, financial analysis and, to some extent, tax considerations. Important areas are valuation of companies and a discussion of profitability, including return on investment, residual value and internal rate of return. The models are Excel-oriented.

Tuition

Lectures, group work and discussions.

Assessment

In order to access the final exam, some mandatory assignments need to have been passed. Individual written examination (4h). Aid: Approved calculator

Contents

Cashflows
Valuation models and required rate of return (discount rate)
Restructuring business enterprises
Measurement of profitability and return on investment
Due diligence analysis
Financial strategy and analysis

Syllabus literature

Benninga, Simon Z. og Oded H. Sarig (1997): *Corporate Finance. A Valuation Approach*. McGraw-Hill
Gjesdal, Frøystein og Thore Johnsen (1999): *Kravsetting, lønnsomhetsmåling og verdivurdering*. Cappelen Akademisk forlag
Articles and lecture notes to be announced at the start of the semester

Recommended literature

Boye, K. & Meyer, C.B. (red.) (1998) *Fusjoner og oppkjøp*. Oslo, Cappelen Akademisk Forlag.
Koller, T., Goedhart, M. & Wessels, D. (2005) *Valuation : Measuring and Managing the Value of Companies*. 4nded. Hoboken, N.J., Wiley.
Dahl, G.A. et al. (red.) (1997) *Verdsettelse i teori og praksis*. Ny utg.. Oslo, Cappelen Akademisk Forlag.

FE400 THE THEORETICAL FOUNDATIONS OF BUSINESS ECONOMICS

Credits:	5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The main objective of the course is to give the students an understanding of the eclectic nature of business administration. Furthermore, another objective is to give an insight into the historical development of the topic showing the development of the use of scientific concepts and analytic methods in understanding the problems and development of an organization or a firm. The firm's management of economic resources within the limits of cultural and environmental values is also a major topic.

Tuition

Lectures, term papers, group work and discussions.

Assessment

- Compulsory papers and term paper written in pairs or individually as an exception (passed/not passed)
- An individual written examination at the end of the semester.

Contents

The theoretical foundations and the development of business administration.

- What is business administration and the nature of the firm?
- The theoretical foundations; Rationality, choice and scarcity
- More realistic assumptions of economic behaviour: from "economic man", through "administrative man", towards "contractual man".
- From theoretical black box to economics of organizations. The contractual perspective of R.H. Coase, the start of the development of agency theory and transaction cost theory. The contractual and transactional perspectives and the significance for business administration.

Syllabus literature

Douma, S. , Schreuder, H., *Economic Approaches to Organizations*,. 4th ed.
Prentice-Hall/Pearson Education Ltd. 2008

Fallan, L.: *Bedriftsøkonomiens teoretiske fundament: Utviklingen I bedriftsøkonomifaget*. TØH 2008

Articles.

- Chenhall, R.H. (2003). Management control systems design within its organizational context: findings from contingency-based research and directions for the future. *Accounting, Organizations and Society*. Vol. 28(2-3), 127-168.
- Coase, R.H. (1937). The Nature of the Firm. *Economica*. Vol. 4(16), 386-405.
- Fama, E.F. & Jensen, M.C. (1983). Separation of Ownership and Control. *Journal of Law and Economics*. Vol. 26(2), pp. 301-325.

- Ouchi, W. G.(1980). Markets, Bureaucracies, and Clans. *Administrative Science Quarterly*. Vol. 25(1), pp 129-141.
- Otley, D., Broadbent, J. & Berry, A. (1995).Research in Management Control: An overview of its Development. *British Journal of Management*. Vol.6(Special Issue), pp 31-44. Also printed in: Wilson, R.M.S. (eds).(1997) *Management Accounting, Volume II: Control*. Brookfield, VT, Ashgate.

FE410 PHILOSOPHY OF SCIENCE

Credits:	2,5 ECTS credits
Semester:	1 semester, Msc Autumn

Objective

To identify the fundamental problems underlying business research. Introduction to some of the basic themes in the philosophy of science, in order to gain perspective and stimulate a critical and creative attitude towards choice of research methods.

Tuition

Lectures and discussions

Assessment

Individual written examination, 4 hours

Contents

Measurement

The peculiarities with social science – the meaning of human action

Social constructivism

Induction and deduction

Objectivity and truth

Falsification

Ontological and epistemological assumptions

The relationship between theory and practice

Syllabus literature

Nyeng, Frode.: Vitenskapsteori for økonomer, Abstrakt forlag., 2002.

Kompendium

FE430 WELFARE ECONOMIC TOPICS

Credits:	7,5 ECTS credits
Semester:	1 semester, Msc Spring

Objective

The objective of this course is to give the students insight into welfare economic issues related to the production and distribution of goods and services. The course will also discuss the role of the public sector in the economy – both as producer and as regulator. It also emphasises training the students in analysing the behaviour of other economic agents than traditional firms and

consumers, such as for example bureaucrats and sports clubs. Furthermore, the course aims to enable students to criticise the assumptions that economic models are based upon – also by discussing the various concepts of rationality and the characteristics of economic agents. The latter aspect also involves ethical-, cultural- and environmental challenges that firms meet.

Tuition

Lectures and plenary discussions.

Evaluation

- Compulsory paper written in groups of two, preferably (maximum 3)
- An individual written examination at the end of the semester (6 hours)

Equal weighting

Contents

Part 1:

Economic efficiency

The role of the public sector in the economy – as producer and regulator

International trade

Development economics

Sports economics

Part II:

Alternative concepts of rationality / a critique of economic theory

The responsibility of economic agents

Literature

Jakobsen/Ingebrigtsen: *Økonomi, natur og kultur – ny økonomi på et filosofisk grunnlag*, Abstrakt Forlag, 2004.

Articles

IF400 FINANCE

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

This course is motivated by the strong position within finance held by the application and pricing of financial instruments, both conceptually within the theoretical framework and in practice. The main focus is on the treatment of contracts like options, forwards, futures and compounds thereof, with examples drawn from equities, bonds, currencies and commodities' markets.

The course aims to give students an understanding of the fundamentals of such derivative claims. The application of such contracts in risk management and hedging will be discussed, as will the pricing problems. Emphasis will be on arbitrage-free pricing models.

Tuition

Lectures, mandatory individual assignments.

Assessment

In order to attend the final exam, mandatory assignments need to have been passed. Individual written examination. Examination support: Calculator. Certain tables and formulas will be available as an appendix to the exam.

Contents

Strategies for managing financial risks based upon the use of derivatives
Forwards, futures and swaps
Bonds, term structure and duration
Options and parity relations
Dynamic models for pricing, emphasizing the binomial model
Black-Scholes option pricing formula
The relation between binomial pricing and the B-S world
Compound claims

Syllabus literature

Selected chapters from McDonald, Robert L. *Derivatives Markets*, Addison Wesley, 2nd edition. Papers, handouts may come in addition.

Further reading:

Hull, John, *Options, Futures, and Other Derivatives*, Prentice Hall. 2003.

IF420 DECISION THEORY AND CORPORATE FINANCE

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

The motivation for the course is to give the student knowledge of central topics in management science. The main theme is rational decisions under uncertainty.

The first part of the course will model a general decision by ordered preferences. We look at a set of axioms and expected utility. Topics are expected utility, risk aversion, risk premium, certainty equivalent, dominance, subjective probabilities and identification of risk preferences. Topics are Bayesian inference, decision trees and value of information. We are also looking at the demand for insurance and a decision-maker's action under uncertainty. Other topics are optimal sharing of risk, insurance-premium and level of indemnity, and co-insurance and expected utility theory.

The course describes information analysis and how information is sampled before the decision. Asymmetric information is used to describe adverse selection and "moral hazard" problems. These problems are central for decisions made within the firm about capital structure, security issuance and distribution policy. Conflicts between stockholders and debt holders, performance based compensation for management; securitization and new forms of securities are discussed

The course will give a solid foundation for further studies of business administration and management science.

Tuition

Lectures, group work, discussions

Assessment

Completed term paper and assignments are necessary to attend individual written examination.

Syllabus literature

Mark Grinblatt and Sheridan Titman: Financial Markets and corporate Strategy. 2nd edition, McGraw-Hill, 2001.

Eeckhoudt, L. and C. Gollier; Risk - Evaluation, Management and Sharing, Harvester Wheatsheaf, 1995.

Articles and handouts.

Supporting literature:

David M. Kreps. *A Course in Microeconomic Theory* . Princeton University Press 1990

Gjesdal, F. og Johnsen, T. (1999) ” *Kravsetting, lønnsomhet og verdivurdering*” Cappelen Akademisk Forlag.

Chris Brooks. ”Introductory econometrics for finance” Cambridge University Press 2002

IF440 CAPITAL MARKETS AND UNCERTAINTY

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

This course treats various aspects of capital markets, price formation and portfolio choice – with emphasis on models wherein uncertainty is present. These items are focussed on via decision making models and pricing models from modern financial theory. Students will be enabled to analytically approach central themes in this field.

Tuition

Lectures and four mandatory assignments, including one case-based term paper.

Assessment

In order to access the final exam, the four mandatory assignments need to have been passed. Individual written examination (4h).

Aid: Approved calculator. Formula sheet appended to exam.

Contents

Topics include:

Investment decisions

Expected utility and risk averison

State-preference theory and complete markets

Optimal portfolio choice under uncertainty

Market equilibrium: CAPM and APT

Pricing of contingent claims
Real options analysis
Efficient capital markets: Theory and evidence

Syllabus literature

Selected chapters from the textbook by Copeland, Weston, Shastri: *Financial Theory and Corporate Policy* (4th edition) Pearson-Addison/Wesley 2005. Other material (scientific papers, handouts) will be made available as the course commences.

IF510 RISK MANAGEMENT

ECTS credits:	7,5
Semester:	1 semester
	Autumn

Objective

The goal of this course is to give the students a solid understanding of financial risk, credit risk, and pricing and hedging of financial assets. It should qualify for positions in banks, insurance companies, larger industrial companies, and in energy companies.

Prerequisites

BA400 FINANCE

Tuition

Lectures, mandatory individual assignments.

Evaluation

In order to access the final exam, at least three mandatory (individual) assignments have to be passed. Individual written examination (4h). Aid: Approved calculator.

Contents

- Modelling of uncertainty with Brownian motions
- Arbitrage pricing
- The Black and Scholes model
- Option replication
- Martingales and measures
- Monte Carlo simulation
- Value at Risk (VaR)
- Credit risk

Syllabus literature

Selected chapters from:

Hull, J. *Options, Futures, and Other Derivatives*, Pearson Prentice Hall (2006).

Duffie, D. and Singleton, K. J. *Credit Risk*, Princeton series in finance (2003).

Papers, handouts may come in addition.

MET 410 QUALITATIVE RESEARCH METHODS

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

This course provides further studies in qualitative research methods for the social sciences. An important objective is to prepare the students for the work with their Master-thesis, under supervision in research design and scientific research methods. Depending on the approach and level of analysis the candidates will gain knowledge of a wide spectre of methods, including observation, qualitative interviews, case studies and several ways of analysing qualitative data.

Tuition

Lectures, groupwork, discussions

Assessment

Before the students can take the final examinations, they must have written a paper within some of the subjects of the course.

Contents

1. Research questions
2. Research design
3. Case studies
4. Data collection
5. Data analysis
6. Interpreting and evaluating the results of the research

Syllabus literature

Kvale, S. (2008). *Det kvalitative forskningsintervju*. Oslo, Gyldendal Akademiske Forlag.
Nyeng, F. og Wennes, G. (red.) (2006). *Tall, tolkning og tvil*. Oslo, Cappelen Akademiske Forlag. Kapittel 1, 2, 3 og 7.
Postholm, M.B. (2005) *Kvalitativ metode*. Oslo, Universitetsforlaget
Yin, R.K. (2003) *Case study research: design and methods*. London, Sage Publications
Utdelte artikler

Recommended literature

Andersen, S. (1997) *Case-studier og generalisering*. Bergen, Fagbokforlaget.
Berg, B.L. (2004) *Qualitative research methods for the social sciences*. Boston, Pearson Education.
Grønmo, S. (2004) *Samfunnsvitenskapelige metoder*. Bergen, Fagbokforlaget
Maaløe, E. (2002). *Casestudier af og om mennesker i organisasjoner*. København, Akademisk Forlag.
Ringdal, K. (2001) *Enhet og mangfold*. Samfunnsvitenskapelig forskning og kvantitativ metode. Bergen, Fagbokforlaget (Kapittel 1, 2, 4, 5, 6, 12 og 14)
Ryen, A. (2002) *Det kvalitative intervjuet. Fra vitenskapsteori til feltarbeid*. Bergen, Fagbokforlaget

MET420 QUANTITATIVE RESEARCH METHODS AND ECONOMETRICS

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

This course provides further studies in general quantitative methods. The course continues the themes discussed in MET1002 and MET3001, and important objectives are to prepare the students for the work with quantitative methods in their Master-thesis.

Within the quantitative methods the students work with both the theory and the applications of econometric methods. Much effort will be put into the use and interpretation of multiple regression models. Violations of the classical assumptions will be discussed, both theoretically and by using examples. Different datasets from the specialization courses will be analysed and discussed, using the software SPSS.

Tuition

Lectures, seminars, problem-based activities.

Assessment

Before the students can take the final examinations, they must have written and passed some papers.

Contents

- Different research designs.
- Measurement.
- Data collection. Sampling and sample designs.
- Statistical principles. Probability distributions. Estimation. Hypothesis tests. T-tests, one and two samples. ANOVA Analysis of variances. F-tests. Applications using SPSS.
- The classical multiple regression model. The classical assumptions. Ordinary least squares. Hypothesis testing: t -tests and F-tests.
- Violations of the classical assumptions.
 - Specification:
 - Choosing the independent variables. Choosing a functional form.
 - Multicollinearity.
 - Serial correlation.
 - Heteroskedasticity.
 - Applications using SPSS.
- Logistic regression
- Factor analysis
- A short introduction to structural equation modelling.

Syllabus literature

A. H. Studenmund: *Using Econometrics. A practical guide*. Fourth edition. Addison Wesley Longman, inc. 2006.

Kristen Ringdal: *Enhet og Mangfold*. Fagbokforlaget, 2001.

R. Hammervold: *En kort innføring i bruk av SPSS.*, Tapir 2007.
Kompendium/artikkelsamling.

Recommended literature

Hair, J. F.; et. al.: *Multivariate Data Analysis*. 5th ed. Prentice Hall, Inc. 1998.
Wooldridge J M: *Introductory Econometrics*. Thomson 2006.
Gripsrud G, Olsson U H: *Metode og dataanalyse*. Høyskoleforlaget, 2004.
Lillestøl J: *Sannsynlighetsregning og statistikk med anvendelser*. Cappelen Akademisk Forlag, 1997.
Eikemo T A, Høyvarde Clausen T: *Kvantitativ analyse med SPSS*. Tapir akademiske forlag 2007.

MET430 MATHEMATICS II

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

This is a secondary course in mathematical analysis. It is meant to strengthen the mathematical skills of students at the MSc level.

Prerequisite

The completion of the introductory course in mathematics, MET1001, or corresponding courses.

Tuition

Lectures and compulsory exercises.

Evaluation

Individual, written examination.

Contents

Linear algebra: Linear systems of equations. Matrices. Determinants. Eigenvalues.
Integration: Integration by substitution. Integration by parts. Integration by partial fractions.
Differential equations: Separable differential equations. Linear differential equations of first- and second order.
Optimization.

Syllabus literature

Bjørnestad, H. et al. (2004) *Matematikk for økonomi og samfunnsfag*. 6th edn. Kristiansand, Høyskoleforlaget.
Sydsæter, K. et al (2005): *Further Mathematics for Economic Analysis*. Harlow: Prentice Hall.

MET500 APPLIED MULTIVARIATE STATISTICAL METHODS USING LISREL

Credits:	7.5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The course continues the themes discussed in MET420 *Quantitative researchs methods*.

Important objectives are:

- To understand and be able to apply some of the best known multivariate statistical techniques to research problems in the student's discipline of interest. The focus is on factor analysis and structural equation modelling.
- To illustrate the use of actual statistical software, such as SPSS and LISREL.
- To provide an understanding of the statistical assumptions underlying these techniques.

Tuition

Lectures, seminars, problem-based activities.

Assessment

The students must write some papers within the five parts of the course.

Content

Significance testing and linear regression.

Principal component analysis.

Factor analysis.

Explorative factor analysis.

Confirmatory factor analysis.

Formulating a model. Path diagram. LISREL notation.

Estimation. Model evaluation. Model modifications. Applied examples.

Structural equation modelling

Structural equation modelling with observed variables.

Structural equation modelling with latent variables.

Statistical assumptions structural equation modeling.

Estimation, model evaluation and respecifying models.

LISREL – notation. Applied examples.

Missing data.

Multigroup analysis.

Modelling with ordinal variables.

Multilevel analysis.

Non linear models.

Latent variables scores.

Syllabus literature

- 1) Sharma Subhash. *Applied Multivariate Techniques*. Wiley (ch. 1, 3, 4, 5, 6, 12,14)
- 2) Jøreskog, K.G and Dag Sørbom 1993. LISREL 8: Structural Equation Modeling with the SIMPLIS Command Language SSI (ch. 1, 3, 4 and 5)
- 3) Selected articles and handouts

Suggested Software:

SPSS, LISREL 8.8 (student edition, to be downloaded from <http://www.ssicentral.com/>)

Recommended literature

Kaplan, D: *Structural Equation Modeling*. Advanced Quantitative Techniques in the social sciences series 10. Sage Publications. 2000.

Hair, J. F.; et. al.: *Multivariate Data Analysis*. 5th ed. Prentice Hall, Inc. 1998.

Bollen K. A.: *Structural equations with latent variables*. John Wiley & sons.1989.

MF415 STRATEGIC MARKETING COMMUNICATION

Credits:	7,5 ECTS credits
Semester:	1 semester, Msc Spring

Objective

The main goal of the course is that students shall develop their theoretical knowledge that is relevant for understanding and managing a firm's marketing communication activities. The course has an integrated perspective on marketing communication, where the communication construct is the starting point and recent theoretical contributions are discussed. The course shall develop a critical reflection and understanding of communication as a managerial tool, signal, expression of organizations internal relationship, and a company's external stakeholders.

Tuition

Lectures, group work, field work, discussions and article presentations.

Assessment

Project paper, (mid-term), which accounts for 40% of the grade. All aids are allowed.

Individual, written examination (lasting for 4 hours) which accounts for 60% of the grade, at the end of the semester. Aids: None.

Contents

1. Information asymmetry, communication costs, lack of communication
2. Mass communication (advertising)
 - a. The fourth P
 - b. How advertising works
 - c. Influence through advertising
3. Coding and decoding
4. Personal selling and listening
5. The communication construct and communication strategies
 - a. Communication flows
 - b. The content of communication
6. Candor, honesty, deceptions and communication quality
7. Influence strategies
8. Communication and ambiguity
9. Corporate culture , Structure and communication
10. The role of communication in the development and implementation of marketing strategies

11. Integrated marketing communication
12. Learning through communication

Compulsory literature

Collection of articles

MF 421 CONSUMER SOCIOLOGY

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

To understand consumer behaviour, both as an individual and cultural phenomenon.

Tuition

Lectures and discussions

(80 % attendance at the lectures is required)

Assessment

One paper

Individual written examination

(the two parts will be evaluated as a whole)

Contents

Consumer culture

Consumer sociology

The existential dimension of consumption

Ethics of consumption

Different perspectives in consumer research

Rationality, meaning and personal identity

Syllabus literature

Blindheim, T./ Jensen, T. Ø./ Nyeng, F./ Tangen, K-F., 2004: *Forbruk – Lyst, makt, iscenesettelse eller mening*, Cappelen Akademisk Forlag.

Articles

MF 440 MARKET ORIENTATION AND SERVICE MANAGEMENT

Credits:	7,5 ECTS credits
Semester:	1 semester, Msc
	Autumn

Objective

The objective of the course is to show students the significance of the interaction between market understanding and marketing strategy. The course intends to give students advanced and contemporary knowledge in modern marketing theory. The introductory part aims at establishing a frame of reference in marketing theory. Subsequently, there will be introduced two in-depth themes in connection with the established chosen frame of reference. Those are

service management and customer satisfaction theory. The course will emphasize the student's ability in critical reflection, co-operation and the ability to give oral and written presentations.

Tuition

Lectures, group work, discussions and presentations. Students need to attend 80% of classes to be able to take the exam.

Evaluation

One term paper (counts for 40% of the total grade) and one individual, written examination (counts for 60% of the total grade).

Contents

- Theoretical perspectives in contemporary marketing.
- Market orientation
- Service management
- Customer satisfaction – a behaviouristic perspective
- The development of a market oriented culture.

Syllabus literature

Articles

MINT5015 INDUSTRIAL ORGANIZATION AND STRATEGY

Credits::	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The intention is to help the student (as a future employee of a firm) understand in which type of game his firm is engaged in a specific context, the outcomes of this type of game, the options open to the firm, and how the game is best played. If all outcomes look bleak, it may be possible to change the rules of the game and hence increase the pay-off to oneself.

Tuition

4 sessions of two days, lecturing three hours a day. Students solve various exercises and communicate with the teacher via internet. Presence at sessions and hand-in of solutions are required.

Assessment

The grade will be based on a term paper where the student chooses a real business issue and employs a model from the curriculum of this course to analyze the chosen issue and an individual examination.

Contents

The course is about strategic interaction between firms and is thus concerned with markets with only a few firms as opposed to situations with many firms (as in perfect competition) or only one firm (monopoly). Light is shed upon these issues through a mixture of theory and real applications. We employ simple game theoretic models (e.g. The Prisoners' Dilemma, Chicken or Battle of Sexes) to describe an observed situation and the possible solutions with

the corresponding pay-off to involved parties that would follow from this model. We also compare the prescriptions of the models with the real world choices.

In particular we are interested in how price competition unfolds. Under which market characteristics does fierce competition prevail? Which mechanisms do firms employ to avoid fierce price competition? How will competition spill over onto other dimensions if there is no competition on price? How should an entrant behave in order to enter successfully? And which strategies can incumbents follow in order to block such entry? How can an individual player (or the authorities) change or modify the rules of the game? In which markets should we expect (illegal) cooperation on price?

Real applications are drawn from among others manufacturing industries, retail, various transportation markets, the vacation and charter market, sales of journals, etc.

Game theory as a tool, different games, price competition, strategic commitment (e.g.. investment in R&D), coordinated pricing, vertical and horizontal relations.

Literature

Nalebuff and Brandenburger, *Co-opetition*, Harper Collins Business, 1997.

A compendium with papers and cases.

Assessment

The grade will be based on a term paper where the student chooses a real business issue and employs a model from the curriculum of this course to analyze the chosen issue. Each paper may be prepared by two students and has to be presented to the class on the fourth session.

Contents

The course is about strategic interaction between firms and is thus concerned with markets with only a few firms as opposed to situations with many firms (as in perfect competition) or only one firm (monopoly). Light is shed upon these issues through a mixture of theory and real applications. We employ simple game theoretic models (e.g. The Prisoners' Dilemma, Chicken or Battle of Sexes) to describe an observed situation and the possible solutions with the corresponding pay-off to involved parties that would follow from this model. We also compare the prescriptions of the models with the real world choices.

In particular we are interested in how price competition unfolds. Under which market characteristics does fierce competition prevail? Which mechanisms do firms employ to avoid fierce price competition? How will competition spill over onto other dimensions if there is no competition on price? How should an entrant behave in order to enter successfully? And which strategies can incumbents follow in order to block such entry? How can an individual player (or the authorities) change or modify the rules of the game? In which markets should we expect (illegal) cooperation on price?

Real applications are drawn from among others manufacturing industries, retail, various transportation markets, the vacation and charter market, sales of journals, etc.

Game theory as a tool, different games, price competition, strategic commitment (e.g.. investment in R&D), coordinated pricing, vertical and horizontal relations.

Literature

Nalebuff and Brandenburger, *Co-opetition*, Harper Collins Business, 1997.
A compendium with papers and cases.

SOL405 ORGANIZING AND UNDERSTANDING ORGANIZATIONS

Credits:	7,5 ECTS credits
Semester:	1 semester Autumn

Objective

The aim of the course is to gain a comprehensive view of organizations by understanding the dependencies of decisions, interests, structures and interpretations, symbolic and cultural conditions.

Tuition

The course will consist of a combination of lectures, group assignments, discussions and student presentations of course material.

Assessment

Two mandatory theoretical essays count for 50% of the final grade.

An individual oral examination counts for 50% of the final grade. No assisting material allowed.

Contents

- *Structure*
- *Decision theory and institutional theory*
- *Change and learning*
- *Symbolic approach*
- *Identity*

Syllabus literature

Alvesson, M. (2002). *Organisasjonskultur og ledelse*. Oslo, Abstrakt forlag. Kap. 1 og 2.

Busch, T., Johnsen, E., Vanebo, J.O. og Valstad, S.J. (2007) *Endringsledelse – i et strategisk perspektiv*. Oslo, Universitetsforlaget. Kapittel 1, 2, 5, 7, 8, 9, 10.

Christensen, S. og Daugaard Jensen, P-E. (2001) *Kontroll i det stille*. København, Samfunnslitteratur.

Schultz; M. (1993) *Kultur i organisasjoner*. København, Handelshøjskolens Forlag. Kap. 1, 2, 4 og 7.

Røvik, K. A. (2007) *Trender og translasjoner*. Universitetsforlaget.

Selected articles will be available as a compendium at the beginning of semester.

SOL 415 STRATEGIC MANAGEMENT

Credits:	7,5 ECTS credits
Semester:	1 semester
	Spring

Objective

The objective of the course is to show students the significance of different perspectives when developing strategies in different industrial settings. The course intends to give students advanced and contemporary knowledge in modern strategy theory. The primary goal is to give students support for systematic analysis, using different theoretical perspectives. Subsequently, the course aims to give perspectives on strategy implementation, using measurement systems and techniques related to change management. The course will emphasize the student's ability to reflect critically and to cooperate and the ability to give oral and written presentations.

Tuition

Lectures, group work, discussions and presentations. Students need to attend 80% of classes to be able to take the exam.

Assessment

One term paper (counts for 40% of the total grade) and individual, written examination (counts for 60% of the total grade).

Contents

- Theoretical perspectives on the development of strategy as a discipline
- Strategy processes
- Environmental analysis
- Scenario thinking as a tool for developing strategies
- Internal analysis and resource based theory
- Generic strategies and diversification
- Strategy implementation
- Complexity theory

Syllabus literature

Johnson G., Scholes, K. and Whittington, R. (2007) *Exploring Corporate Strategy*, 8. utgave, Prentice Hall. Utvalgte deler

Whittington, R.(2002) *Hva er strategi ? – og spiller den noen rolle ?* Oslo, Abstrakt Forlag. Kap1,2,4,5,7

Volberda, H.W. & Elfring T. (ed.) (2001) *Rethinking Strategy*. London, Sage, Publ. Kap 1-4, 13-16.

Articles.

SOL420 LEADERSHIP

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The objective of the course is to give students an overview and an insight into management, management theories and the challenges of management. The students are supposed to gain theoretical knowledge in the theories of management. Having completed the course the students should have an overview of important perspectives concerning the management of people and organizations and this should be a useful knowledge for the development of their leadership skills.

Tuition

Lectures, groupwork, discussions and presentations.

Assessment

The final grade will be based on two papers that the students have submitted during the course, these will make up 50% of the final grade.

A four hour individual written exam will count for approximately 50% of the final grade.

Contents

Sensemaking and leadership
Rhetoric and language
Practice
Emotions and leadership
The nature of leadership
The nature of managerial work
Perspectives in effective leadership behavior
Participative Leadership
Delegation
Empowerment
Dyadic role making, attributions and followership
Power and influence
Managerial traits and skills
Early contingency theories of effective leadership
Charismatic and transformational leadership
Leading change in organizations
Team and leadership in teams
Ethical leadership
Developing leadership
Authentic leadership
Aesthetic leadership

Syllabus literature

Yukl, Gary A. 2006. *Leadership in Organizations*. 6th ed. Upper Saddle River: Prentice Hall
Selected articles

Recommended literature

- Bass, Bernard M. (1990). *Bass & Stodgill's Handbook of Leadership. Theory, Research & Managerial Applications*. 3. utgave. New York, Free Press.
- Clegg, S., Korberger, M. & Pitsis, T. (2008). *Managing and organizations: an introduction to theory and practice*. London: Sage
- Colbjørnsen, Tom, Drake, Irmelin og Haukedal, Willy (2001). *Norske ledere i omskiftelige tider. AFFs lederundersøkelse*. Bergen, Fagbokforlaget.
- Csikszentmihalyi, Mikaly (2000). *Beyond Boredom and Anxiety*. San Francisco, Jossey-Bass Publishers.
- DuBrin, Andrew J. (1998). *Leadership. Research, findings, practice and skills*. Boston, Mass, Houghton Mifflin.
- Fayol, Henry (1949). *General and Industrial Management*. London, Pitman.
- Gardner, Howard og Laskins, Emma (1995). *Leading Minds. An Anatomy of Leadership*. New York, Basic Books.
- Grint, Keith (1995). *Management. A Sociological Introduction*. Cambridge, Polity Press.
- Hochschild, Arlie Russell (2003). *The Managed Heart. Commercialization of human feeling*, 2nd edition. University of California Press.
- Kotter, John P. (1990). *A Force for Change. How Leadership Differs from Management*. New York. The Free Press.
- Lakoff, G. og Johnson, M. (1980). *Metaphors We Live By*. Chicago, University of Chicago Press.
- Machiavelli, Niccolò (1988). *Fyrsten*. Oslo, Aventura.
- Morgan, Gareth (1998). *Organisasjonsbilder. Innføring i organisasjonsteori*. Oslo, Universitetsforlaget.
- Nyeng, Frode og Wennes, Grete (red.)(2005). *Kan organisasjoner føle?* Oslo, Cappelen Akademisk Forlag.
- Næss, Arne (2005). *Livsfilosofi. Et personlig bidrag om følelser og fornuft*. 3. utgave. Oslo, Universitetsforlaget.
- Skogstad, Anders og Einarsen, Ståle (2002). *Ledelse på godt og vondt. Effektivitet og trivsel*. Bergen, Fagbokforlaget.
- Snyder, C.R. & Lopez, S.J. (2005) (Eds). *Handbook of Positive Psychology*. London: Oxford University Press.
- Stogdill, Ralph Melvin (1974). *Handbook of leadership*. New York, Free Press.
- Strand, Torodd (2007). *Ledelse, organisasjon og kultur*. 2 utgave. Bergen, Fagbokforlaget.
- Sørhaug, Tian (2004). *Managementlitet og autoritetens forvandling. Ledelse i en kunnskapsøkonomi*. Bergen, Fagbokforlaget.
- Taylor, F. W. (1911). *Principles of Scientific Management*. New York. Harper & Row.
- Weick, Karl E. (1995). *Sensemaking in Organisations*. Thousand Oaks, CA, Sage Publications.

SOL425 MANAGEMENT OF INTER ORGANIZATIONAL RELATIONS

ECTS-credits	7,5
Semester	1 semester
	Spring

Objective

The objective of the course is to give knowledge about different challenges concerning how to organize and develop an effective management system in inter organizational relations. The main objective is to give the students a framework for analyzing cooperative relations

between different companies and industries. The main areas to be presented are; advantages of cooperation, types of inter organizational relations, barriers of developing cooperation and the development process of cooperation between enterprises.

Tuition

Lectures, group work, discussions and presentations. Students need to attend 80% of classes to be able to take the exam.

Evaluation

One term paper (counts for 40% of the total grade) and individual, written examination (counts for 60% of the total grade).

Contents

- Types of cooperation
- Advantages of cooperation
- Governance structure.
- Development processes in inter organizational relations
- Transaction cost theory.
- Agency theory
- Network theory
- Game theory

Pensumlitteratur

Volberda, H.W. & Elfring T. (ed.) (2001) *Rethinking Strategy*. London, Sage, Publ. Kap 1. 9-12, 21.

Haugland, S.A (2004), Samarbeid, allianser og nettverk, Universitetsforlaget
Articles.

SOL511 KNOWLEDGE MANAGEMENT

Credits:	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The purpose of the course is to provide the students with an overview of and insight into the kind of leadership challenges which the knowledge intensive society is facing. Students should develop an understanding of different approaches to leadership pertaining to knowledge- and competence organizations, as well as becoming familiar with the "knowledge management" literature.

Contents

- Knowledge society
- Knowledge management
- Competence, skills and knowledge
- Knowledge: explicit and tacit
- Knowledge: resource or process
- Professional service firms

Tuition

The course will consist of a combination of lectures, group assignments, discussions and student presentations of course material.

The course will be organized as four intensive seminars during one semester. In addition to active student participation through discussions and presentation of literature, seminars will include group assignments and written assignments.

Evaluation

Two mandatory theoretical essays count for 40% of the final grade (20% each).

A five-hour individual written exam counts for 60% of the final grade. No assisting material allowed.

Syllabus literature

Newell, S., M. Robertson, H. Scarbrough og J. Swan (2002). *Managing Knowledge Work*. Palgrave.

Styre, Alexander (2003). *Understanding Knowledge Management – Critical and Postmodern Perspectives*. Liber, Abstrakt, Copenhagen Business School Press

Berger, Peter & Luckmann, Thomas (2000). *Den samfunnsskapte virkelighet*. Bergen, Fagbokforlaget.

Wenger, E. (1998). *Communities of practice. Learning, Meaning, and Identity*, Cambridge, Cambridge University Press.

Recommended literature

Colbjørnsen, T., Drake, I og W. Haukedal(2001). *Norske ledere i omskiftelige tider*. AFFs Lederundersøkelse. Fagbokforlaget

Drucker, Peter F. (1999). *Management challenges for the 21st century*. Oxford: Butterworth-Heinemann

Friedman og Olaisen (red). *Undervis til fremtiden: Kunnskapsledelse i teori og praksis*. Bergen: Fagbokforlaget.

Hatch, Mary J.(1997). *Organization Theory: Modern Symbolic and Postmodern Perspectives*. Oxford: Oxford University Press

Harrison, Rosemary og Kessels, Joseph (2004). *Human Resource development in a knowledge economy. An organisational view*. New York: Palgrave Macmillan

Hickman, Gill R. (1998). *Leading Organizations: Perspectives for a New Era*. (ed).London: Sage

Jashapara, Ashok (2004). *Knowledge Management. An Integrated Approach*. Essex, Prentice Hall, Financial Times.

Nonaka, F. og H. Takeuchi (1995). *The Knowledge Creating Company*. Oxford University Press

Nordhaug, Odd (2003). *Kunnskapsledelse*. Oslo: Universitetsforlaget.

Pfeffer, J. og R. Sutton (2000). *The Knowledge Doing-Gap. How Smart Companies Turn Knowledge into Action*. Harvard Business School Press.

Prichard, C., R. Hull, M. Chumer og H. Willmott (2000). *Managing Knowledge. Critical Investigations of Work and Learning*. New York: St. Martin's Press.

Prusak, L. (ed) (1997). *Knowledge in Organizations*. Boston: Butterworth-Heinemann.

- Wille, Gunnar E.(2003). *Kompetanseledelse. Samvirket mellom menneske, organisasjon og teknologi*. Trondheim: Tapir Akademiske Forlag
- Newell, S., M. Robertson, H. Scarbrough og J. Swan (2002). *Managing Knowledge Work*. Palgrave.
- Jashapara, Ashok (2004). *Knowledge Management. An Integrated Approach*. Essex, Prentice Hall, Financial Times.
- Nordhaug, Odd (2003). *Kunnskapsledelse*. Oslo: Universitetsforlaget.
- Styre, Alexander (2003). *Understanding Knowledge Management – Critical and Postmodern Perspectives*. Liber, Abstrakt, Copenhagen Business School Press

SOL520 CHANGE AND DEVELOPMENT IN COMPLEX ORGANIZATIONS

Credits::	7,5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The students will achieve sufficient knowledge to be able to evaluate approaches to organizational change- and development. They will in addition gain insight in practical consulting.

Prerequisites

Basic organizational topics.

Tuition

Discussion-groups combined with real life and web-based lectures. Exercises connecting theory to “real” cases will be central.

Assessment

Group Case-solving, 72 hours.

Time for end-evaluation will be given at first discussion-group meeting.

The evaluation-case describes a typical situation in a change-project. The candidates will be assigned a specific role in the project and are supposed to solve the problem(s) described.

To prepare for the exam the students should ...

.... have a clear understanding of how Cummings & Worley (C&W) define an OD process, what C&W demand from a change agent (consultant), and be able use theoretical perspectives beyond the system-thinking in C&W approach. “Soft” issues will always be embedded in the case and the importance of handling group-processes is central (“Teamet”). To solve the case it is important to know the C&W-"toolbox".

Topics

The role of the change-agent. Organizational consequences of change. Trends in change-management. Technology driven change versus general planned change. The team as key to successful change. How to build proactive teams during times of change. The importance of organizational culture and team-work.

Literature

- *Organization development and change* / Thomas G. Cummings, Christopher G. Worley. –

7th ed. (eller nyere) - Cincinnati, Ohio : South-Western College Publ., 2001.
- Teamet – utvikling, effektivitet og endring i grupper / Endre Sjøvold, Oslo: Univeristetsforlaget, 2006
- In addition selected papers.

ØS410 STRATEGIC MANAGEMENT ACCOUNTING

Credits:	7,5 ECTS credits
Semester:	1 semester Autumn

Objective

The course seeks to integrate theory acquired in earlier courses and to apply the theory on practical, business problems – i.e. to take theory into practice. In particular, the course emphasizes combining costing information with information about markets and competitive challenges to form a basis for decision making. The objective is to develop the students' ability to find different solutions using relevant theories, methods and empirical data.

Tuition

Lectures

Assessment

Group assignment (case)

Individual written examination of 4 hours (100% of the final grade)

Contents

Management control tools

Syllabus literature

Articles

ØS 420 PERSPECTIVES ON MANAGEMENT CONTROL

Credits:	7,5 ECTS credits
Semester:	1 semester Spring

Objective

The course seeks to integrate theory and practical approaches to management control in business organisations. In particular, the course will focus on alternative perspectives on management control, behavioural implications of management control, performance management and management tools in practical cases. The objectives are to develop the students' ability to analyse empirical problems and to understand theoretical implications.

Tuition

Lectures

Assessment

Group assignment and individual assignment (40% of final grade)

Individual written examination of 5 hours (60% of the final grade)

Contents

Different approaches to management control theories and practice.

Syllabus literature

Hopper, T., Northcott, D. and Scapens, R. (eds) (2007) *Issues in Management Accounting*. 3rd ed. Harlow, Prentice Hall. Utvalgte kapitler.

Compendium

Part 1:

Meyer, J. and Rowan, B. (1977) "Institutionalized Organizations: Formal Structure as Myth and Ceremony". *American Journal of Sociology*, Vol. 83, No.2: 340 - 363.

DiMaggio, P.J. and Powell, W.W. (1983) "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields". *American Sociological Review*, vol.48(2), 147 – 160.

Røvik, K, A (2002) "The Secrets of the Winners: Management Ideas that Flow". In Sahlin-Andersson, K. and Engwall, L. (eds.) *The expansion of Management Knowledge*. Stanford University Press, 113 – 144.

Williamson, O.E. (1988) "Corporate finance and corporate governance". *The Journal of Finance*, XLIII,3; 567-590.

Otley, D. (1980) "The Contingency Theory of Management Accounting: Achievement and Prognosis". *Accounting, Organisations & Society*, Vol. 5, No 4, 413-428.

Part 2

Chenhall, R.H. (2003) "Management control systems design within its organizational context: findings from contingency-based research and directions for the future". *Accounting, Organizations and Society*. Vol. 28(2-3), 127-168.

Berry, A.J, Broadbent,J. and Otley, D. (1995) "The domain of organizational control". I Berry, A.J, Broadbent, J. and Otley, D. (eds.). *Management control – theories, issues and practices*. London, MacMillan, 3-16.

Miller, P. (1994) "Accounting as social and institutional practice: an introduction". In: Hopwood, A.G. and Miller, P. (eds) *Accounting as social and institutional Practice*. Cambridge University Press, 1-39.

Part 3

Kaplan, R and Norton, D. (1996) "Using the Balanced Scorecard as Strategic Management System", *Harvard Business Review*, Jan-Febr, 75-85.

Nørreklit, H. (2000) "The balance on the balanced scorecard-a critical analysis of some of its assumptions". *Management Accounting Research*, 11, 65-88.

Simons, R., (2000) *Using Diagnostic and Interactive Control Systems*. In: Simons, R. *Performance measurement & Control Systems for Implementing Strategy*. Prentice Hall , 205-229.

ØS430 DYNAMIC AND BALANCED SCORECARDING

ECTS credits:	7,5
Semester:	1 semester Autumn

Objective

The purpose of the course is staking the frontier between business administration, strategy and Value Based Management, based on better system understanding and modelling quantitative decision models and causal relationships between selected variables.

Tuition

Lectures, workshops, self study, group work, discussions and presentations

Evaluation

Individual written examination at the end of the semester and compulsory papers, individually or in pairs

Contents

System Dynamics methodology: Powersim

Balanced Scorecard

Dynamic Scorecarding based on System Dynamics with causal relationships and feedback-loops

Value Based Management

Intellectual Capital

Strategic financial management

Syllabus literature

Warren, Kim (2002): *Competitive Strategy Dynamics*. John Wiley & Sons.

Sterman, John D. (2000): *Business Dynamics*. Irwin McGraw-Hill, chapter 1 & 21

Supplementary articles. Selected parts of internet self-study programmes.

Recommended literature

Sterman, John D. (2000): *Business Dynamics*. Irwin McGraw-Hill

Maani, Kambiz E. & Cavana, Robert Y. (2000): *Systems Thinking and Modelling*. Prentice Hall .

Kaplan, Robert S. & Norton, David P. (2001): *The Strategy-Focused Organization; How Balanced Scorecard Companies Thrive in the New Business Environment*. Harward School Press.

Kaplan, Robert S. & Norton, David P. (2004): *Strategy Maps; Converting Intangible Assets into Tangible Outcomes*. Harward School Press.

ØS 440 ACCOUNTING IN THEORY AND PRACTICE

Credits:	7,5 ECTS credits
Semester:	1 semester Spring

Objective

The course seeks to integrate theory and practical approaches to accounting literature. In particular, the course will focus on different approaches to the accounting concept, the

development of accounting theory, interpretation of accounting information, harmonising of accounting solutions and critical perspectives on accounting.

The objectives are to develop the students' ability to analyse empirical problems and to understand theoretical implications.

Tuition

Lectures

Assessment

Group assignment (case)

Individual written examination of 4 hours (100% of the final grade)

Contents

Different approaches to accounting theory and practice.

Syllabus literature

Books and articles

EXAMINATION RULES

1. The examination is led by a proctor. The candidates are obliged to follow the given instructions. Violation of the rules may, in serious cases, lead to expulsion.
2. The candidates must be seated no later than 10 minutes before the exam starts. A written exam usually starts at 09.00. Do not begin the exam until instructed to do so.
3. The candidates can not change places after the examination questions have been handed out and nor must they leave their places before the answering sheets are handed in.

Candidates may not leave the room during the first hour of the examination.

4. The special examination sheets (self copying) should be used for answering the examination questions. Do not write your name on any of the examination sheets. The sheets should be numbered.
5. Two cover sheets will be handed out at the exam. Do not use the cover to answer the examination questions. On the covers the candidate should write his/her candidate number, date and total number of answering sheets (if necessary, also the number of attachments).

Each answering sheet should be split into one original and one copy, and the original sheets and their copies should then be put in their respective covers.

6. You must use a black or blue pen which leaves a good print on the copy, as well as on the original paper. You may use other colours for diagrams and figures.

Mistakes are corrected by a simple crossing-out. No corrective aids may be used. Candidates are asked to make sure that both copies are readable and are held responsible if this is not the case.

7. The duration of the examination and examination support will be announced on the first page of the examination questions.
8. For each examination, you will be given a candidate number by the examination proctor. You have to sign a list for this, and you will also be asked to present a valid ID-card (the easiest is to bring your student ID-card). The candidate number must be written on all of your answering sheets.
9. It should be quiet in the examination room, and there should be no contact between the candidates. If you have any questions for the proctor, make a sign to call his or her attention.
10. Examination support books (for instance text books), must not contain other notes than the ones that are specified in the examination/question papers.

11. If a candidate possesses illegal examination support/aids, it will be regarded as cheating or attempted cheating.
12. Candidates who leave the examination room together with a proctor must not have any contact with other candidates. You are allowed to have short breaks during the exam.
13. When you have finished your examination and want to hand in the answering sheets, call the attention of the proctor. He or she will count and check the number of sheets and covers. You should be seated until you are allowed to leave the room.
14. If you fall ill during the examination and this will affect your performance, please let the proctor know, and he or she will inform the administration immediately.