

STUDY GUIDE

2007 / 2008

TØH TRONDHEIM
ØKONOMISKE
HØGSKOLE



TRONDHEIM

HIST - SÅ HØYT DU VIL!

Trondheim Business School



SØR-TRØNDELAG
UNIVERSITY COLLEGE

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GENERAL INFORMATION

This information is made to help two groups. Primarily, it is meant for our own students who want to travel abroad to continue their education, and secondly, foreign students seeking information about education in Norway.

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
 - Incentives
 - Governing economic exchanges
- 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

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

Examinations taken after August 2002 are graded from A (top grade) to E, where an F means failed. Examinations taken before 2002 are graded from 1.0 (top grade) to 4.0.

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.

For certain subjects and seminar works the terms "APPROVED" or "PASSED" may be used.

TRANSCRIPT OF GRADES

Normally Transcript of Grades is only issued to students who have not yet completed their study. However, we are familiar with the fact that many universities outside Norway will require a transcript on official paper from us and with original signatures, and we will try to meet such requests.

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 and ends about the 1st June, and it is divided into two semesters.

LANGUAGE OF INSTRUCTION

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

PRACTICAL INFORMATION

All students must have a student ID card. At the beginning of the semester you may acquire your ID card by having your picture taken in the administration. Your ID card serves as a library card and gives you access to the buildings and computer lab and to the copy machine. The administration will inform you of your pin code and how to use it to log on to the StudentWeb. The StudentWeb is where you register your address, find out where you will sit for your exams, and where you find the results of your exams.

Students at Trondheim Business School have access to It's:learning. This is an on-line meeting place for you, your fellow students and your teachers. You can use It's:learning to participate in discussion groups about a particular course, download lecture notes and course assignments, or find other materials related to your studies.

PROGRAMMES OF STUDY OFFERED IN 2007-2008

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.

Programme structure

1. semester	2. semester	3. semester	4. semester	5. semester	6. semester
BØA1001 Managerial economics and cost accounting 10 ECTS credits	BØA1002 Financial accounting 10 ECTS credits	BØA2001 Investment analysis 10 ECTS credits	ORG2002 Strategic management 7,5 ECTS credits	MET3001 Research methods 7,5 ECTS credits	INT3001 Ethics 7,5 ECTS credits
ORG1001 Organization and management I 10 ECTS credits	MRK1001 Marketing 7,5 ECTS credits	ORG2003 Organization and management II 5 ECTS credits	JUR2001 Commercial law 7,5 ECTS credits	Specialization: 45 ECTS credits Management and cost accounting Financial management Marketing Organization and management Economics Sport management	
		SMØ2001 Macroeconomics 7,5 ECTS credits			
MET1001 Mathematics 7,5 ECTS credits	SMØ1001 Microeconomics 7,5 ECTS credits	Elective courses 22,5 ECTS credits			

Elective courses 2007-2008

Code	Name	Credits	Semester
BØA3031	Sport business and economics	7,5	Autumn
BØA3041	Annual accounts II	7,5	Autumn
INT2016	Project management	7,5	Autumn
MET2010	Applied statistics	7,5	Autumn
MRK2015	Business relationships	7,5	Autumn
ORG2010	Leadership, cooperation and communication	7,5	Autumn
ORG3011	Human resource management	7,5	Autumn
ORG3020	Modernizing the Public Sector	7,5	Autumn
SMØ3020	Applied microeconomics	7,5	Autumn
SPR2010	Business and management English	7,5	Autumn
MRK2020	International business	7,5	Autumn and Spring
BØA2010	Tax law I	15	Autumn/Spring
BØA2021	Introductory management science	7,5	Spring
BØA2033	Annual accounts I	7,5	Spring
BØA2040	Corporate finance	7,5	Spring
BØA3020	Integrated budgeting and financial management	7,5	Spring
BØA3055	Corporate governance	7,5	Spring
INT2010	Logistics	7,5	Spring
INT3010	Innovation and technology management	7,5	Spring
MRK2010	Marketing Communication	7,5	Spring
MRK3021	Sports marketing	7,5	Spring
ORG2013	Negotiations	7,5	Spring
SMØ2020	Welfare economics	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
Sports Management

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:

ORG3016 Management and working life

ORG3020 Modernizing the public sector

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

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

Compulsory courses:

MRK2010 Market communication

MRK3015 Consumer 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

SPORT MANAGEMENT

This specialization intends to give students who are involved in the economic and administrative functions within the “world of sports”, a specialized competence.

Compulsory courses:

IDR1007 Sport and society

BØA3031 Sport business and economics

MRK3021 Sports marketing

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
BØA1001 Managerial economics and cost accounting 10 ECTS Credits	BØA1002 Financial accounting 10ECTS credits	BØA2001 Investment analysis 10 ECTS credits	ORG2002 Strategic management 7,5 ECTS credits	Total 60 ECTS credits	
ORG1001 Organization and management I 10 ECTS credits	MRK1001 Marketing 7,5 ECTS credits	BØA2002 Accounting information systems 5 ECTS credits	JUR2001 Commercial law I 7,5 ECTS credits	BØA3040 Annual accounts II	
	SMØ1001 Microeconomics 7,5 ECTS credits	SMØ2001 Macroeconomics 7,5 ECTS credits	BØA2032 Annual accounts I 7,5 ECTS credits	BØA3035 Public accounting and auditing	
MET1001 Mathematics 7,5 ECTS credits	MET1002 Statistics 7,5ECTS credits	BØA2010 Tax law I 15 ECTS credits		MET3002 Methodology	
				BØA3045 Tax law II	
				JUR3001 Commercial law II	
				REV3015 General auditing methods	
				REV3025 Auditing in the private sector	

INTERNATIONAL PROGRAMME

For the academic year 2007-08 Trondheim Business School offers eleven courses at undergraduate level, for foreign students. The programme contains the following courses:

Course	Semester	ECTS credits	Page
BØA3031 Sport business and economics	Autumn	7,5	23
MRK 2015 Business relationships	Autumn	7,5	39
ORG2010 Leadership, communication and cooperation	Autumn	7,5	45
SPR2010 Business and management English	Autumn	7,5	56
INT2020 Introduction to Norway	Both	7,5	29
MRK2020 International business	Both	7,5	40
BØA2021 Introductory management science	Spring	7,5	19
BØA2040 Corporate finance	Spring	7,5	21
ORG2013 Negotiations	Spring	7,5	46
SMØ2020 Welfare economics	Spring	7,5	52
MRK3021 Sports marketing	Spring	7,5	42

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 and Nord-Trøndelag 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 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 first year (60 credits) consists of 30 credits in compulsory subjects and a specialization in one of three areas: Business economics and management control, Strategy, organization and change or Marketing. 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.

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

1st semester	2nd semester	3rd semester	4th semester
Compulsory: Theoretical foundations of business economics	Compulsory: Research methods – quantitative and qualitative	Study abroad	Master's thesis under supervision Workshops and presentations
Specialization: - Business economics and management control - Strategy, organization and change - Marketing		or Graduate courses at HiST or NTNU	

Compulsory courses:	
BF400	The theoretical foundations of business economics
BF410	Research methods, qualitative and quantitative
<i>Business economics and management control</i>	
BA400	Finance
BA411	Valuation and profitability
BA421	Decision theory and corporate finance
BA430	Management control
BA440	Capital markets and uncertainty
<i>Marketing</i>	
SOL410	Strategy
MF410	Management of logistics
MF421	Advanced topics in marketing
MF431	Industrial marketing
<i>Strategy, organization and change</i>	
SOL400	Organizational and management theory
SOL410	Strategy
SOL420	Management and management theory
Optional courses	
In the third semester the students may either study abroad for a semester or take courses at our institution or at NTNU (the list below are the courses they may take at HiST)	
MF455	Marketing channels
MINT5011	Knowledge management
MINT5015	Industrial organization and strategy
MINT5020	Change in complex systems
MINT5030	Dynamic and balanced score carding
MINT5040	Applied multivariate statistical methods using LISREL
MINT5100	Risk management

COURSE DESCRIPTIONS

The language of tuition is Norwegian in all courses, with the exception of the International programme. See page 11.

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 (2 for Sport Management); 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 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 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 assigned a grade.

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.

BØA1001 MANAGERIAL ECONOMICS AND COST ACCOUNTING

Credits:	10 ECTS credits
Semester:	1 semester
	Autumn

Objective

The objective of **managerial economics** is to give the students a basic knowledge of business economics theory. Training and insight in the use of fundamental methods of analysis and the ability of economic thinking from a leadership perspective will be covered.

The objective of **cost accounting** is to strengthen the students' insight into management accounting as a base for management planning and control, and to give training in the use of sophisticated methods and cost-volume-profit analysis.

Tuition

Lectures, group work.

Assessment

Individual written examination.

Contents

Managerial economics

- 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
- Introduction to cost accounting
- Cost - volume - profit analysis
- Limiting factor analysis
- Controlling the cash-flow in current assets
- Investment analysis

Management accounting

- Purpose and concepts of management accounting
- Order, process and operation systems
- Cost analysis, joint cost
- Profit planning and control
- Activity Based Costing

Syllabus literature

Hoff, K.G.: *Driftsregnskap og budsjettering*. Universitetsforlaget, 4th edition 2005

Hoff, K.G og Hoff, J.E. (2005) *Arbeidsbok til Driftsregnskap og budsjettering : oppgaver og løsningsforslag*. 4.utg. Oslo, Universitetsforlaget.

Boye, Knut: *Kostnads- og inntektsanalyse*. Oslo: Tano Aschehoug, 8th edition 2004.

Boye, Knut: *Kostnads- og inntektsanalyse*. Oppgavesamling. Tano Aschehoug, 2004

Boye, Knut: *Kostnads- og inntektsanalyse*. Løsningsforslag. Tano Aschehoug, 2004

Recommended literature

Sending, Aage/Tagenes, Tor. *Driftsregnskap og budsjettering* - Bergen : Fagbokforl., 2007.

Hoff, Kjell Gunnar. *Grunnleggende bedriftsøkonomisk analyse* - 5th edition - [Oslo] : Universitetsforl., 2005.

BØA1002 INTRODUCTION TO FINANCIAL ACCOUNTING

Credits:	10 ECTS credits
Semester:	1 semester
	Spring

Objective

The objective of this course is to give the student a basic understanding of financial accounting – the double-entry system and valuation, reporting and analysis of financial information.

Tuition

Lectures and group work.

Assessment

Individual written examination.

Contents

Objective and users of financial information
Introduction to the Balance Sheet
The Double-Entry System
Periodic-end accounting, accruals and prepayments
Valuation of Asset and Liabilities
Reporting in the Balance Sheet and Profit and Loss Account
Taxation in company financial statements
Cash flow statements
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

Credits:	10 ECTS credits
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 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 the activities in connection to collecting, recording and reporting of data for accounting and economic purposes.

Prerequisites

BØA 1002 Introduction to financial accounting

Tuition

Lectures and group-work.

Assessment

Individual written examination.

Contents

Accounting framework/Norwegian Bookkeeping Law
Internal control
Risk-management
Presentation of financial information/code of accounts
Accounting system and business processes

Syllabus literature

Kyllingstad, Tove-Gunn / Havstein, Bjørgunn: *Regnskapsorganisasjon*. Cappelen Akademisk Forlag, latest edition 2005.

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

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

BØA2010 TAX LAW 1

Credits:	15 ECTS credits
Semester:	2 semesters

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*. 25th ed. Oslo: Gyldendal Akademisk, 2007.
Fallan, Lars: *Studiebok til Innføring i skatterett. Oppgaver og løsninger*. 12th ed. Oslo: Gyldendal Akademisk, 2007.
Jarøy, Jacob: *Norsk Skattelovsamling 2006/2007*. Jacob Jarøy Forlag, 2007.
Refsland, T.: *Lærebok i merverdiavgift*. Skattebetalerforeningen 2005.
Torgriksen, Bjørn: *Oppgavesamling i skatterett*. Latest ed. Oslo: Bedriftsøkonomens forlag.

Recommended literature

Brudvik, A.: *Skatterett for næringsdrivende 2007*. 30th ed. Oslo: Cappelen Akademisk Forlag, 2007.
Greni, S. m/flere: *Skattelovkommentaren 2001*. Oslo: Kommuneforlaget, 2000.
Skattedirektoratet: *Lignings-ABC 2006*. Fagbokforlaget, 2007.

BØA2020/21 INTRODUCTORY MANAGEMENT SCIENCE

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

The course (Code BØA2021) is taught entirely in English. The course is open for Norwegian students and exchange students

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

Compulsory papers (40%) and individual written examination 4 hrs (60%)

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

Taylor, Bernhard W.: *Introduction to Management Science*. Latest edition, Prentice Hall.

BØA2033 ANNUAL ACCOUNTS I

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

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.

BØA2040 CORPORATE FINANCE

Credits:	7,5 ects Credits
Semester:	1 semester
	Spring

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

The two mandatory written assignments during the semester needs 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

R. Brealey, S. Myers, F. Allen: *Principles of Corporate Finance* McGraw-Hill international 8th edition (2006.)

Selected articles and chapters from other books.

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 work.

Assessment

A mandatory written test at end of September 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

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

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

ECTS credits	7,5
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. 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.: *Advanced Management Accounting*, Prentice Hall 1998.

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

Articles and handouts.

Recommended literature

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

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

BØA3031 SPORT BUSINESS AND ECONOMICS

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

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.

Prerequisites

Recommended knowledge equal to the courses: BØA1001, BØA1002, BØA2001, SMØ1001 and MET1002 or equivalent.

Tuition

Lectures and assignments

Assessment

Individual written examination

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.

BØA3041 FINANCIAL ACCOUNTING II

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 Norwegian and International accounting standards (IFRS).

Prerequisites

BØA2033 Financial accounting I 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 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: *Regnskapsteori. Med introduksjon til internasjonale regnskapsstandarder*. Preliminary edition 2007

Kristoffersen, Trond: *Årsregnskapet del 2. Periodisering, vurdering og analyse - oppgaver og løsninger*. 2. edition. Fagbokforlaget 2005

Handouts

Recommended literature

Johnsen, Atle; Kvaal, Erling: *Regnskapsloven*. Cappelen Akademiske Forlag 1999.

Kvifte, Steinar Sars: *Konseptuelle rammeverk for regnskap*. Den norske revisorforening.

Huneide, Jens O. mfl. *Årsregnskapet i teori og praksis*. Latest edition, Gyldendal Akademisk Forlag.

BØA3045 TAX LAW FOR AUDITOR EXAMINATION

Credits:	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.

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
- allied companies
- value-added tax (VAT)
- inheritance tax

Syllabus literature

Refsland, Thor: *Lærebok i merverdiavgift: innføring i merverdiavgiften* - Skattebetalerforeningen

Skattedirektoratet. Lignings-ABC. Fagbokforlaget.

Torgriksen, Bjørn. *Oppgavesamling i skatterett: revisoreksamen*: Cappelen akademisk forlag

Kristoffersen, Trond. *Kompendium i merverdiavgift – oppgaver og løsninger*. Fagbokforlaget

Norsk skattelovsamling. (Gjems-Onstad eller Jarøy, siste utgave.)

Handouts etc

Recommended literature

Skattedirektoratet. *Merverdiavgiftshåndboken*. Fagbokforlaget. Siste utgave.
Gjems-Onstad, Ole og Tor S. Kildal: *MVA-kommentaren*. Gyldendal akademisk, siste utgave
Brudvik, Arthur J. *Skatterett for næringsdrivende* / Arthur J. Brudvik: Cappelen akademisk forlag
Fallan, Lars. *Innføring i skatterett*: Gyldendal akademisk.
Gjems-Onstad, Ole: *Norsk Bedriftsskatterett*. Gyldendal Akademiske
Skattedirektoratet. *Arveavgiftshåndboken - Artikkelsamling fra Skatteetaten*
Zimmer, Frederik. *Lærebok i skatterett*. Universitetsforlaget. Siste utgave.

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 like 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 in modern corporate governance frameworks, accountability and enterprise risk management.

Prerequisites

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

Tuition

Lectures and group work.

Assessment

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

Contents

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 Revisorerers 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.

Recommended literature

OECD (2004): OECD Principles of Corporate Governance.
[<http://www.oecd.org/dataoecd/32/18/31557724.pdf>]

COSO (Committee of Sponsoring Organizations of the Treadway Commission) / NIRF (Norges Interne Revisorerers Forening) : *Helhetlig risikostyring - et integrert rammeverk – Teknikker og verktøy* (COSO ERM) (hefte nr 2), NIRF 2005 [www.nirf.org]

SSØ: *Risikostyring i staten - håndtering av risiko i mål- og resultatstyringen*, SSØ Metodedokument, siste versjon [www.sfso.no]

Reglement for økonomistyring i staten og Bestemmelser om økonomistyring i staten
Fastsatt 12. desember 2003, med endringer, senest 14. november 2006. [Available from www.sfso.no]

Basle Committee on Banking Supervision (1998). *Framework for internal control systems in banking organisations*. [<http://www.bis.org/publ/bcbs40.pdf>]

Basel Committee on Banking Supervision: *Enhancing corporate governance for banking organisations*, Bank for International Settlements, February 2006

Johnson & Scholes (2005). Ch 4 Expectations and Purposes in *Exploring Corporate strategy*, Prentice Hall, 2005

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

Literature

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

INT2020 INTRODUCTION TO NORWAY

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

This course serves as an integral part of an international programme for exchange students and is open for all foreign 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

Three modules, two day programme
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

Maagerø, Eva and Simonsen, Birte(ed): “Norway, Society and Culture” Portal Books, Kristiansand, Norway 2005

Articles

INT3001 ETHICS

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

Objective

To answer the question: “What is ethics really about?”, and develop an understanding of economic decisions as a part of ethics. To introduce the most central issues and concepts in moral philosophy, in order to give the student the capability to discuss ethical problems more precisely. To develop a critical attitude toward economic theory and its ethical theoretical basis. To develop an understanding of the ethical problems facing post-modern business activities.

Tuition

Lectures and discussions

Assessment

Individual written examination

Contents

Core issues in the history of ethics
Critical discussion of the concept of rationality and economic power
Introduction to market- and business ethics
Introduction to the basic problems of environmental ethics
Economic growth and its relation to the concept of the quality of life

Syllabus literature

Nyeng, Frode. Etikk og økonomi : en innføring / Frode Nyeng. - Oslo : Abstrakt forl., c2002.

Nyeng, Frode. Etske teorier : en systematisk fremstilling av syv etiske teoriretninger / Frode Nyeng. - Bergen-Sandviken : Fagbokforl., c1999.

Kompendium/Artikkelsamling (ca. 250 s.)

Recommended literature

Wyller, Truls. Etikdens historie : en systematisk framstilling / Truls Wyller. - [Oslo] : Cappelen akademisk forl., c1996.

Kritik af den økonomiske fornuft : en antologi / redigeret af Carsten

Fenger-Grøn og Jens Erik Kristensen. - København : Hans Reitzel, 2001.

Jakobsen, Ove. Miljø, myter og markedsføring / Ove Jakobsen og Jan Mehlum. - Oslo : Ad Notam Gyldendal, 1992.

Ariansen, Per. Miljøfilosofi : en innføring / Per Ariansen. - Oslo : Universitetsforl., c1992.

Etzioni, Amitai. The moral dimension : toward a new economics / Amitai Etzioni. - New York : Free Press, c1988.

Daly, Herman E. Det fælles bedste : en økologisk økonomi for fællesskab og fremtid / Herman E. Daly & John B. Cobb, Jr. ; oversat af Ole Lindegård Henriksen. - [Høbjerg] : Hovedland, 1991.

Kant, I.: Grunnlegging av moralens metafysikk. I: *Moral, politikk og historie – et utvalg av Kants praktiske filosofi*. Universitetsforl., 1983.

Aristoteles. [Ethica Nicomachea. Norsk] Etikk : et hovedverk i Aristoteles' filosofi, også kalt "Den nikomakiske etikk" / Aristoteles ; oversatt og med innledning av Anfinn Stigen. - 3. utg. - [Oslo] : Gyldendal, 1999.

Anderson, Elizabeth. Value in ethics and economics / Elizabeth Anderson. - Cambridge, Mass. : Harvard University Press, 1993.

Blindheim, Trond. Forbrukeren : helt, skurk eller offer? / Trond Blindheim, Thor Øyvind Jensen og Frode Nyeng. - 2. utg. - Oslo : Cappelen akademisk forl., 2000.

Marnburg, Einar. Etikk i næringslivet : en teoretisk og empirisk studie av individets, organisasjonens og utdanningens betydning for atferd i etiske konfliktsituasjoner / Einar Marnburg. - [Oslo] : Tano Aschehoug, c1998.

INT3010 INNOVATION AND TECHNOLOGY MANAGEMENT

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

Objective

This course provides insight in innovation processes, with emphasis on both theoretical and practical aspects regarding new product development – and insight in the importance of marketing. To understand innovation processes in companies, insight in both intra- as well as inter-organizational challenges are required.

The innovation process as it takes place within a single company will be focused on, as well as business cooperation dynamics between customers and suppliers.

Tuition

Lecturing. Student presentations.
Compulsory term paper, accomplished in groups.

Assessment

Compulsory term paper counting for approx. 25% of the final grade.
Individual, written examination counting for approx. 75% of the final grade.

Contents

Introduction to innovation
Perspectives on innovation
The innovation process
Innovation and networks
Internationalisation of start-up firms
Cooperation in relation to development and commercialization of new technology
Technology based firms – challenges
Development of a business plan for a new product

Evaluation of innovation processes, success factors

Syllabus literature

Cooper, R. G. (2005): *Product Leadership: Pathways to Profitable Innovation, Second Edition*, Basic Books, New York.

Aune, T.B. og Sørheim, R. (2008): *Artikkelsamling (Articles)*, Trondheim Business School.

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) 1685-2006

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)1965-2006.

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 some 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. ed. 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

- Notes / Compendium
- 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 with 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 mention 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 on this issue will be given at 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
 Panel data methods
 Discrete choice models
 How to write empirical reports (bachelor and master thesis)

Syllabus literature

- 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

Objectives

The course aims to give the students basic concepts in marketing and to give the students the opportunity to implement the 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 in the role of communication on a marketing perspective. The student will also gain knowledge about the advertiser, its 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., Articles, Market communication strategies, Trondheim Business School, 2007.

MRK 2015 BUSINESS RELATIONSHIPS

Credits:	7,5 ECTS – elective 2. and 3. year students
Semester:	1 semester
	Autumn

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 business relationships as a phenomenon in business markets. Such business relationships are important for companies when dealing with customers and suppliers.

Tuition

Lectures, student presentations.

Assessment

Compulsory term paper, conducted in groups.

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

Contents

Understanding business markets.

Relationships and suppliers.

Relationships and customers.

Development of relationships.

Strategy in business markets.

Business networks.

Syllabus literature

Ford, D., L.-E. Gadde, H. Håkansson and I. Snehota (2003): *Managing Business Relationships*, Second Edition, Chichester: John Wiley & Sons.

Articles.

MRK2020 INTERNATIONAL BUSINESS

Credits:	7,5 ECTS credits
Semester:	Autumn or Spring

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. *International business : the challenge of global competition* / Ball, McCulloch. – 10th or 11th ed. - Boston : Irwin/McGraw-Hill, c2005/7.

Recommended literature

Collection of articles on International business

MRK3015 CONSUMER BEHAVIOUR

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

Objective

Give a survey of central theories within the field of Consumer behaviour. The course will first present Consumer behaviour in terms of being an established discipline. It will then address different perspectives that partly elaborate on and partly offer a critical view of the field. One important aim is that students should gain knowledge about the consumer in order to be able to take part in the on-going debate about consumerism and to be able to make marketing decisions based on disciplines such as cognitive psychology, social psychology, social anthropology, sociology, economics and philosophy. Consequently, it will become apparent that knowledge and reflection are central to the discipline.

Tuition

Lectures and discussions.

Assessment:

In order to be able to sign up for the exam, an obligatory essay must be approved and handed in within a set deadline during the semester. The groups may consist of 3 students. The date for submitting the essay will be announced at the start of the course.
Individual written examination.

Contents

Introduction
The consumer as individual
The consumer as a social being
The decision-making behaviour of the consumer
Different perspectives on the consumer

Syllabus literature

Schiffman & Kanuk: Consumer behaviour. 8. utg. Prentice Hall 2004.

Topics that are discussed during lectures.

MRK3021 SPORTS MARKETING

Credits:	7,5 ECTS credits
Semester:	Spring

This course serves as an integral part of the international programme for exchange students. Norwegian students will also be admitted.

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

Value creation in sports marketing

Service-Profit Chain in sports marketing

How to measure service quality in sport industries

Creating spectator satisfaction and loyalty

Fanatics and couch potatoes

How to understand different types of fans

The Sports Marketing Mix

Communicating Sports

The role and the use of media

Sponsorship

Selling sports

Advertising sport events

Sports product

The sports offering

Distributing sports

Pricing of sports

The process of coordinating sports marketing: Implementing and controlling

Syllabus literature

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

ORG1001 ORGANIZATION AND MANAGEMENT I

Credits:	10 ECTS credits
Semester:	1 semester
	Autumn

Objective

The main aim of the course is to give an introduction in 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

Individual written examination

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.
Hitland, Synnøve: *Articles ORG1001*. Autumn 2004, Trondheim Business School.

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.

ORG2002 STRATEGIC 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, group work, and discussions.

Assessment

Individual, written examination

Contents

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

Syllabus literature

Johnson, Scholes & Whittington: Exploring Corporate Strategy 7th.edition, Prentice Hall, 2005

Recommended literature

G. Roos, Von Krogh and J. Roos: *Strategi som konkurransefortrinn*, Fagbokforlaget 1997.
Porter, M. E.: *Competitive advantage*, New York: Free Press, 1985.

ORG2003 ORGANIZATION AND MANAGEMENT II

Credits:	5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The main aim of the course is to give the students insight into the field of organization and management. This course is more extensive than ORG1001, which is a prerequisite to the course. Discussions will be based on the symbolic and post modern perspectives.

Tuition

Lectures.

Assessment

Individual written examination.

Contents

A brief history of organization theory
Organization and environment
Organizational social structure
Technology
Organizational structure
Modernist conceptions of power, politics and control
Critical studies of power and control
Organizational change

Syllabus literature

Lee G. Bolman og Deal Terrence C.: *Nytt perspektiv på organisasjon og ledelse. Struktur, sosiale relasjoner, politikk og symboler*. Gyldendal Norsk Forlag 2004.

Recommended literature

Gareth Morgan: *Organisasjonsbilder*. Innføring i organisasjonsteori. 1988

ORG2010 LEADERSHIP, COMMUNICATION AND COOPERATION

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

This course serves as an integral part of the international programme for exchange students. Norwegian students will also be admitted.

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 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.: *Organizational Behavior. Core Concepts*. Thompson (2005)

ORG2013 NEGOTIATIONS

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

This course serves as an integral part of an international program for exchange students. The course is also an elective for students in the regular Bachelor program.

Objectives

The purpose of the course is to provide students with a theoretical base for analysing, preparing and conducting negotiations. The course aims at developing students' analytical skills and understanding of the importance of interpersonal relations in negotiation processes through exercises, case presentations and discussions.

Prerequisites

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

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. 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.

Tuition

The course will consist of a combination of lectures, case discussions, negotiation simulations and group assignments. The experience gained from the activities will be discussed in relation to presented theories.

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

On a group basis required case studies will have to be handed in and passed, in order to take a four hour written exam at the end of the course.

Literature

To be announced

ORG3011 HUMAN RESOURCE MANAGEMENT I

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

Objective

Introduction to Human Resource as an academic field. The course gives insight 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.

ORG3016A MANAGEMENT AND WORKING LIFE

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

Objective

The main aim of the course is to give the students knowledge about changes in the working life and the consequences for the individual and the organization.

Tuition

Lectures and student presentations

Assessment

Individual written examination

Contents

The new working-life
Immigrant in the working life
Wage-gap
Part-time-work
Work and family

Syllabus literature

Synnøve Hitland: *Kompendium i faget Ledelse og arbeidsliv*. TØH, 2007.

Recommended literature

Inger Lise Blakstad: *Lønnsomt mangforld i ledelse og styre: kvinner , jyplinger, oldinger?* 2005
Stein O Levorsen: *Styrearbeid i praksis. Innføring i styrets hovedoppgaver og arbeidsform med eksempler og bedriftshistorier*. Universitetsforlaget. Oslo 2003.

ORG3020 MODERNIZING THE PUBLIC SECTOR

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

Objective

The main aim of the course is to introduce the students to the processes of modernising the public sector, and the history behind the necessities of the renewal. The aim of the subject is also to give an overview of public sector at the central as well as the local level. The relationship between politics and administration will be discussed as well.

Tuition

Lectures and group work.

Assessment

During the semester it will be two compulsory papers to be passed in order to qualify for the final exam.

Individual, written examination, 4 hours

Contents

New Public Administration.

Privatization and outsourcing

The process of effectiveness in the public sector

New challenges to management and organizing

Public policy and administration

The public sector and the market

Different ways of governing the public sector

Syllabus literature

Modernisering av offentlig sektor : New Public Management i praksis / Tor Busch ... [et al.] (red.). - Oslo : Universitetsforl., c2001.

Christensen, Tom m fl, *Forvaltning og politikk* Universitetsforlaget 2002

Kompendium i *Modernisering av offentlig sektor ORG3020*, Høsten 2005.

Articles

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

Management of innovation

Ground rules for processes of change – conflict and power struggle

The responsibility of the board for processes of change – a case study

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 in the use of fundamental methods of analysis. Also 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 markedøkonomi* / 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.

SMØ2020 WELFARE ECONOMICS

Credits:	7.5 ECTS credits
Semester:	1 semester
	Spring

Objective

This course provides knowledge about the welfare economic consequences from economic activities, such as the production and consumption of goods and services. It also deals with the interaction between the public- and private sector. It analyses the role of the public sector in a mixed economy, with special attention on the job of adjusting for market failures.

Tuition

Lectures

Assessment

Individual written examination of 4 hours

Assisting material: Calculator and dictionary

Contents

Welfare economic theory

Market failures

Cost- benefit analysis

The economics of the public sector
Environmental economics

Syllabus literature

Pindyck, Robert S. (2005). *Microeconomics* / Robert S. Pindyck, Daniel L. Rubinfeld. - 5th ed. – Upper Saddle River, N.J. : Prentice Hall.

Stiglitz, Joseph. (2000). *Economics of the Public Sector*. Latest edition. W.W. Norton & company. New York

Articles

SMØ2025 THE ECONOMICS OF SPORT

Credits:	15 ECTS credots
Semester:	1. semester
	Spring

Objective

The subject is split in 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 on analysing the factors that influence the revenues and costs from these activities. This, both applies to their monetary values as well as the distribution of them. Additionally, it also discusses 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 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 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.

Schank, Matthew D., *Sports Marketing – A strategic perspective*, third edition, 2005, 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. edt. Bergen: Fagbokforlaget.
 Collection of articles.

SPR2010 BUSINESS AND MANAGEMENT ENGLISH

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

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.

Tuition

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. There will be frequent take-home assignments to help students sharpen their written and oral skills. All students must complete all assignments in order to take the examination.

Assessment

The Assessment will consist of two parts: An individual written exam 4 hrs (75%) and an 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

Syllabus literature

English For Business Studies, by Ian MacKenzie,
Cambridge University Press.

MASTER COURSES

AF500 MASTER THESIS

Responsibility:	Teaching supervisor, appointed
Credits:	30 ECTS credits
Semester:	Spring
Code:	AF 500

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 then will be approved by the end of October.

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 briefly 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.

BA400 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 access 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.

BA 411 VALUATION AND PROFITABILITY

Credits:	7,5 ECT credits
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: *Corporate Finance. A Valuation Approach*. McGraw-Hill 1997
Gjesdal, Frøystein og Thore Johnsen: *Kravsetting, lønnsomhetsmåling og verdivurdering*. Cappelen Akademisk forlag 1999
Articles and lecture notes to be announced at the start of the semester

Recommended literature

Boye, K. & Meyer, C.B. (red.): *Fusjoner og oppkjøp*. Oslo: Cappelen Akademisk Forlag 1998
Copeland, Koller & Murrin: *Valuation, Measuring and Managing the Value of Companies*. 2nd ed. New York: Wiley, 1994.
Dahl, G.A., Hansen, T., Hoff, R. & Kinserdal, A. (red.): *Verdsettelse i teori og praksis*. Oslo: Cappelen Akademisk Forlag 1997

BA421 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-makers 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 debtholders, 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 access 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

BA430 MANAGEMENT CONTROL

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

Objective

The course seeks to develop the students' understanding of management control in private and public organisations. 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

Different perspectives on management control

Syllabus literature

Articles

BA 440 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, 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 aversion

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.

BF400 THE THEORETICAL FOUNDATIONS OF BUSINESS ECONOMICS

Credits:	7,5 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 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 individually or in pairs (passed/not passed)
- An individual written examination at the end of the semester.

Contents

- (1) 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.
- (2) Historical perspective: Development of the theory of the firm in research and practice.
 - History of ideas in business administration (part I): The development of business administration in Antiquity, in Italy through the Middle Ages and the Renaissance.
 - History of ideas in business administration (part II): Jacques Savary and Oskar Sillén, the influence of Germany on the development of business administration in Scandinavia.

- The development of business administration in the 20th century: Accounting in Germany, linear programming, dynamic programming, utility theory, game theory, decision theory, financial accounting, cost accounting and finance.

(3) Scientific theory and business administration: Alternative concepts of rationality. The post-modern perspective.

Syllabus literature

Douma, S. , Schreuder, H., *Economic Approaches to Organizations*,. 3th ed.
Prentice-Hall/Pearson Education Ltd. 2002 (ISBN 0 273 65199 4).

Articles.

BF410 RESEARCH METHODS, QUALITATIVE AND QUANTITATIVE

Credits:	15 ECTS credits
Semester:	1 semester
	Spring

Objective

This course provides further studies in general research methods of the social sciences, including the philosophy of science, the research process, qualitative and quantitative methods. The course continues the themes discussed in MET1002 and MET3001. Important objectives are to prepare the students for the work with their Master-thesis, under guidance in research designs and scientific research methods.

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. The candidates will also be given a general introduction to qualitative methods. Depending on the approach and level of analysis the candidates will get to know a wide spectre of methods, including for example: different ways to observe, qualitative interviews and talks, analysing documents etc. The general introduction to philosophy of science will show how the choice of method is connected to a more basic view of knowledge and development of knowledge (epistemology) and how the social world can be understood (ontology).

Tuition

Lectures, seminars, problem-based activities.

Assessment

Before the students can take the final examinations, they must have written and passed 3 papers within the three parts of the course.

Contents

Part 1: Philosophy of science and the research process.

- Views on human nature as a foundation in social science.

- Different epistemologies and their relation to different research designs.
- Is the human world measurable?
- Quantitative and qualitative methods as reflecting different views on what is real.
- Reliability and validity.
- Analytical and hermeneutical method/knowledge.
- Problem recognition and the formulation of the research questions.

Part 2: Quantitativ analysis. Econometrics.

- Data collection. Sampling and sample designs. Measurement.
- Statistical principles. Probability distributions. Estimation. Hypothesis tests. T-tests one and two samples. Analysis of variances. One-way and two-ways ANOVA. 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

Part 3: Qualitative methods

- When is a qualitative method appropriate?
- Combining qualitative and quantitative approaches (triangulation).
- How to select units in qualitative research? Methods of selections.
- Observation and fieldwork.
- Qualitative interview. Individual and group interviews.
- Use of focus groups.
- Analysis and critique of documents.
- Case-studies.
- Analysis and interpretation of data.
- Building theories from qualitative data.

Syllabus literature

Part 1: Philosophy of science and the research process.

Frøde Nyeng. *Vitenskapsteori for økonomer*. Abstrakt forlag, 2004.
Kompendium/Artikkelsamling.

Part 2: Qualitative methods:

Sigmund Grønmo: *Samfunnsvitenskapelige metoder*. Kap. 1,2, 3, 8,10, 11, 12, 13,17, 18.
Bergen, Fagbokforlaget 2004

Anne Ryen: *Det kvalitative intervjuet. Fra vitenskapsteori til feltarbeid*. Bergen, Fagbokforlaget 2002
Artikkelsamling.

Part 3: Quantitative methods:

A. H. Studenmund: *Using Econometrics. A practical guide*. Fourth edition. Addison Wesley Longman, inc. 2006.
Kompendium/artikkelsamling.
R. Hammervold: *En kort innføring i bruk av SPSS 14.*, Trondheim Business School 2006.

Recommended literature

1. Philosophy of science and the research process:

Eneroth, B: *Hur mäter man "vackert"?*, Natur och Kultur, 1984.
Chalmers, A.F: *What is this thing called science?*, Open University Press,
Hovi, J/Rasch, B.E: *Samfunnsvitenskapelige analyseprinsipper*, Fagbokforlaget, 1996.
Grimen, H/Gilje, N: *Samfunnsvitenskapenes forutsetninger*, Universitetsforlaget, 1993.
Elster, J: *Nuts and bolts for the social sciences*, Cambridge University Press, 1989.
Collin, F/Køppe, S: *Humanistisk vitenskapsteori*, Danmarks Radio Forlaget, 1995.
Kuhn, T.S: *The structure of scientific revolutions*, University of Chicago Press, 1970.
Kaiser, M: *Hva er vitenskap?*, Universitetsforlaget, 2000.

2. Qualitative method:

P. Brewerton, L. Millward : *Organizational Research Methods*.
London, Sage. 2001.
Jacobsen, D.I: *Hvordan gjennomføre undersøkelser?*, Høgskoleforlaget, 2000.
Robert K. Yin: *Case Study Research. Design and Methods*. Sage Publications 1989.
Holter H, Kalleberg: *Kvalitative metoder i samfunnsforskning*. Universitetsforlagets metodebibliotek. 1996
Thagaard, Tove: *Systematikk og innlevelse. En innføring i kvalitativ metode*. Fagbokforlaget 1998
Holly Edmunds: *The Focus Group Research Handbook*, American Marketing Association, NTC Business Books 1999

3. Quantitative method:

Kristen Ringdal: *Enhet og mangfold*. Fagbokforlaget. 2001.
Eikemo T A, Høyvarde Clausen T: *Kvantitativ analyse med SPSS*. Tapir akademiske forlag 2007.
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*. Høgskoleforlaget, 2004.
Lillestøl J: *Sannsynlighetsregning og statistikk med anvendelser*. Cappelen Akademisk Forlag, 1997.

MF410 MANAGEMENT OF LOGISTICS

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

Objective

The main objective is to give an overview of the logistic strategies that exist in order to increase the firm's/organizations' economic results. Specifically, the course deals with improving the efficiency of the logistic systems and value chain of national and international markets.

Tuition

Lectures, group work, discussions, presentations and term papers.

Assessment

Mid term paper (40%) individually or in pairs and an individual written examination (60%)

Contents

- Logistics as a special subject and growth area
- Customer-dominated and market-oriented logistics
- The management of logistics in the value chain
- The strategic importance of logistics
- Logistics as a competition strategy
- Logistics accounting/Target numbers of logistics
- Principles for creating efficient processes of logistics
- IKT and logistics
- Green logistics

Syllabus literature

Banken, K: Articles, Trondheim Business School, 2007

Christopher, M.: *Logistics and Supply Chain Management – Creating Value-Adding Networks*, Pitman Publishing, London, 3 edition, 2005

Recommended literature

Bjørnland, Persson, Virum: *Logistikk – et lederansvar*, Gyldendal Akademiske Forlag, 2001

Bloomberg, Lemay, Hanna: *Logistics*, Pearson Education, Prentice Hall, New Jersey 2002.

Gottarna J. et al: *Strategic Supply Chain Alignment – Best practice in supply management*, Gower, Vermont, 1998.

Gattorna et al: *Strategic Supply Chain Alignment – Best practice in supply chain management*, Gower 1998

Coyle, Bardi, Langley: *The management of business logistics* West publishing company 1988

MF431 INDUSTRIAL MARKETING

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

Objective

The objective of the course is to create insight into the field of industrial marketing. Industrial marketing concerns purchasing and sales between organizations. The course focuses in particular on business relationships as a way to deal with transactions between organizations. Such business relationships are characterized by a high degree of stability, and represent both opportunities and limitations for companies.

Tuition

Lectures, group work, discussions. Student presentations.

Assessment

Portfolio evaluation:

Term paper(s) (40%) and individual written examination (60%).

Contents

- Industrial marketing: different theoretical perspectives.
- The company as part of a network: opportunities and limitations.
- Development of business relationships.
- Industrial marketing in a network perspective.
- Industrial purchasing in a network perspective.

Syllabus literature

Articles.

Recommended literature

Ford, D., L.-E. Gadde, H. Håkansson and I. Snehota (2003): *Managing Business Relationships, Second edition*, Chichester: John Wiley & Sons.

Håkansson, H. and I. Snehota (eds., 1995): *Developing Relationships in Business Networks*, London: Routledge.

MF455 MARKETING CHANNELS

ECTS credits:	7,5
Semester:	1 semester
	Autumn

Objective

The main goal of the course is that students shall develop their competencies in both theory and methods that are relevant for managing and designing marketing channels. The point of departure is a customer-focused and market-oriented strategy. The course aims at discussing strategic problems in marketing channels and retailing and will focus on the problems

associated with various markets/businesses, the role of legislation, the supplier's role, competition, new technology and adaptation of formats in the market.

Tuition

Lectures will cover both theoretical and practical problems in retailing, and will also focus on the methodological aspects of writing a thesis. The lectures will be organized as seminars allowing much scope for discussions and communication on the students' areas of interest and problem approaches in the course. Classroom discussions will stimulate interaction between students and lecturer and will therefore have a seminar form that requires active student participation.

The project papers shall deal with problems or challenges faced by a company or a line of business. The project paper may either be formulated as a thesis proposal, as a paper on a particular case or as a review of previous work within the student's field of interest. Emphasis will be placed on the paper being focused, structured and that the methodological approach is adapted to the problem. . The project must be presented and discussed in class before it can be handed in for evaluation.

Assessment

Presentation: Each student (or group) shall give a lecture on a given topic (pass/fail).

Written project paper, (mid-term) on a give topic. The students shall present the results in class (pass/fail) All aids are allowed (One grader).

Individual, written examination (lasting for 4 hours) which accounts for 100% of the grade, at the end of the semester. Aids: None

Contents

INTRODUCTION

- Marketing Channels: Structure and Functions.
- An Analytic Framework for Channel Design and Implementation.

CHANNEL DESIGN: DEMAND, SUPPLY, AND COMPETITION.

- Segmentation for Marketing Channel Design: Service Outputs.
- Supply-Side Channel Analysis: Channel Flows and Efficiency Analysis.
- Supply-Side Channel Analysis: Channel Structure and Membership Issues.
- Gap Analysis.
- Vertical Integration: Owning the Channel.

CHANNEL IMPLEMENTATION AND PERFORMANCE MEASUREMENT.

- Channel Power: Getting It, Using It, Keeping It.
- Managing Conflict to Increase Channel Coordination.
- Channel Implementation Issues Regarding Distribution Intensity and Vertical Restraints.
- Strategic Alliances in Distribution.
- Legal Constraints on Marketing Channel Policies.

CHANNEL INSTITUTIONS AND MANAGING THE RETAIL OUTLET

- Retailing.
- Forms of ownership: Independent, owned, franchising, cooperatives.
- Special topics on franchising
- Non-Store Retailing and E-Channels.
- Wholesaling.
- Retail Marketing Strategy

- Retail locations and site selection
- Organization structure and culture
- Merchandise Management
- Store management

APPLYING CHANNEL THEORIES TO OTHER BUSINESS RELATIONSHIPS

- Professional service-client relationships
- Industrial purchasing and marketing relationships

Compulsory literature

Coughlan, Anne T, E. Anderson, Louis W. Stern and Adel I. El-Ansary. 2006. Marketing channels. 6th ed., Upper Saddle River, N.J: Prentice Hall.
Collection of articles.

MINT 5011 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 and insight into the leadership challenges knowledge intensive society is facing. Students should develop an understanding of different approaches to leadership pertaining to knowledge- and competence organizations as well as become familiar with the "knowledge management" literature.

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.

Assessment

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.

Contents

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

Syllabus literature

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

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-Heineman

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

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

Pfeffer, J. og R. Suttan (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

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.

Lectures

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. 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.

MINT5020 CHANGE AND DEVELOPMENT IN COMPLEX ORGANIZATIONS

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

Objectives

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.

MINT5030 DYNAMIC AND BALANCED SCORECARDING

Credits:	7,5 ECTS credits
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

Assessment

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: *Competitive Strategy Dynamics*.. John Wiley & Sons 2002.
Supplementary articles. Selected parts of internet self-study programmes.

Recommended literature

Sterman, John D.: *Business Dynamics*. Irwin McGraw-Hill 2000
Maani, Kambiz E. & Cavana, Robert Y.: *Systems Thinking and Modelling*. Prentice Hall 2000.
Kaplan, Robert S. & Norton, David P.: *The Strategy-Focused Organization; How Balanced Scorecard Companies Thrive in the New Business Environment*. Harward School Press 2001.
Kaplan, Robert S. & Norton, David P.: *Strategy Maps; Converting Intangible Assets into Tangible Outcomes*. Harward School Press 2003.

MINT 5040 APPLIED MULTIVARIATE STATISTICAL METHODS USING LISREL

Credits:	7.5 ECTS credits
Semester:	1 semester
	Autumn

Objective

The course continues the themes discussed in BF 410 *Quantitative 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, 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 4 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 Sörbom 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.

MINT5100 RISK MANAGEMENT

Credits:	7,5 ECTS credits
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.

Assessment

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.

SOL400 ORGANIZATIONAL AND MANAGEMENT THEORY

Credits:	15 ECTS credits
Semester:	1 semester
	Autumn

Objective

The objective of the course is to develop an integrated understanding of the organization with emphasis on strategic issues. The students are supposed to gain theoretical knowledge in the subjects as well as being able to use the theory in solving real life problems. The course will be directed toward both the private and the public sector.

Tuition

Lectures, groupwork, discussions

Assessment

The final grade will be based on all papers that the students have submitted during the course.

Contents

1. *The coalition system*: Focus on strategy, power, political processes, legitimacy and institutional environments.
2. *The production system*: Focus on technology and organizational structure
3. *The behavioural system*: Focus on organizational culture and organizational learning
4. *The management system*: Focus on management processes
5. *Organizational change*: Focus on change strategies

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.

Mintzberg, H.: *Structures in five*. Englewood Cliffs, NJ. Prentice Hall 2006. Kap. 1-7, 13.

- Schultz; M. (1993) *Kultur i organisasjoner*. København, Handelshøjskolens Forlag. Kap. 1, 2, 4 og 7.
- Røvik, K. A. (1998) *Moderne organisasjoner*. Bergen, Fagbokforlaget. Kap. 1-7, 14.

Selected articles

- Albert, S. and Wetten. D. S. (1985). Organizational Identity. *Research in Organizational Behavior*, vol 7, s 263-295.
- Argyris, C. (1976). Single-Loop and Double Loop Models in research on decision-making. *Administrative Science Quarterly*. SEPT. Vol. 21, Iss. 3; p. 363-375.
- Argyris, C. (1997). Learning and teaching: A Theory of action perspective. *Journal of Management Education*. Thousand Oaks: Feb 1997, Vol 21, Iss. 1; s. 9-
- Berger, P. og Luckman, T. (1966) *Den samfunnsskapte virkelighet*. Bergen, Fagbokforlaget. Side 102-114.
- Bolman, L.G. & Deal, T.E.: *Nytt perspektiv på organisasjon og ledelse*. Oslo. Ad Notam 1998. Kap. 11: Organisasjoner som politiske arenaer og aktører.
- Brunsson, N. (1989): *The organization of hypocrisy*. New York. Wiley. Kap. 1: Organizations and inconsistent norms.
- Busch, T. (2005) Økonomistyring i et organisasjonsteoretisk perspektiv. I Døving, E. og Johnsen, Å. (red.) *Organisasjonsteori på norsk*. Bergen, Fagbokforlaget.
- Davis, J.H., Schoorman, F.D. og Donaldson, L.: Toward a stewardship theory of management. *Academy of Management Review*, 22, 1, 20-47, 1997.
- Groth, L. (1999). *Future organizational design: The scope for the IT-based enterprise*. Chichester, Wiley. Kap. 16: The new configurations.
- Hafnor, H. (2004) *Aktør-nettverksteori som teoretisk rammeverk og praktisk verktøy for å analysere informasjonsinfrastruktur i et Nbf*. FFI/rapport 2004/00223. Kapittel 3 og 4.
- Hatch, M.J. og Schultz, M. (2000) Scaling the tower of Babel: Relational differences between identity, image and culture in organizations. I Schultz, M., Hatch, M.J. og Holten Larsen, M. (red.) *The Expressive Organization – linking identity, reputation and the corporate brand*, 11-35. Oxford, Oxford University Press.
- Hatch, M.J. and Schultz, M. (2002). The Dynamics of Organizational Identity. *Human Relations*, vol 55, s. 989-1019)
- Latour, B. (1991) Technology is society made durable. I J. Law (ed.) *A sociology of monsters*. Routledge, London.
- Levitt, B. og March, J.G. (1988) Organizational Learning. *Annual Review Sociology*, 14, 319-340
- Løwendahl, B.R. og Revang, Ø. (2000). On strategic assets in a post-industrial world: Matching customers and competences through organizational forms. *Global Focus*, 12, 4, 95-109.
- Meyer, J.W. og Rowan, B.: Institutionalized organizations: Formal structure as Myth and Ceremony. *American Journal of Sociology*, 83, 340-363, 1977.
- Mintzberg, H. (2003) Beyond configuration. I Mintzberg, H., Lampel, J., Quinn, J.B. og Ghoshal, S. (red). *The Strategy Process – Concepts, Contexts, Cases*, 4. European Edition, Pearson Education, 2003.
- Nadler, D.A. og Tuschman, M.L: (1990). Beyond the charismatic leader: Leadership and organizational change. *California Management Review*, 32, 2, 77-97.
- Nonaka, I. og Takeuchi, H. (2001) Organizational knowledge creation. I Henry, J. (red) *Creative Management*. London, Sage Publications.
- Orton, J.D. og Weick, K.E. (1990) Loosely coupled systems: A reconceptualization. *The Academy of Management Review*, 15, 203-223.

- Ravn, J., Nygaard, C. og Kristensen, P.H. (2001) Strategen tegner kontrakter – agentteori. I Nygaard, C. (red.): *Strategizing – kontekstuell virksomhedsteori*. København, Samfunnslitteratur.
- Scott, W.R. (1995) *Institutions and organizations*, London, Sage Publication. Kap. 3.
- Volberda, H.W. (1996). Toward the flexible form: How to remain vital in hypercompetitive environments. *Organizational Science*. 4, 7, 359-374.
- Weick, K. (1998): Improvisation as a mindset for organizational analysis. *Organization Science*, 9, 5

Recommended literature

- Alveson, M. (2002). *Understanding organizational culture*. London: Sage
- Beck Jørgensen, T. & Melander, P. (red): *Livet i offentlige organisasjoner*. København. Jurist og Økonomiforbundets Forlag 1992.
- Brunsson, N.: *The organization of hypocrisy*. New York. Wiley 1989.
- Christensen, S. og Kreiner, K.: *Prosjektledelse i løst koblede systemer. Ledelse og læring i en ufuldkommen verden*. København. Jurist- og Økonomiforbundets Forlag 1991
- Legge, K.: *Human Resource Management. Rhetorics and Realities*. MacMillan Press, London 1995
- Scott, W.R.: *Organizations: Rational, natural, and open systems*. Englewood Cliffs, NJ. Prentice hall 1992.
- Scott, W.R.: *Institutions and organizations*. London. Sage 1995.

SOL 410 STRATEGY

Credits:	15 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.

Assessment

Two theoretical term papers (50%) and individual, written examination (50%).

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
- Inter organisational relations
- Balanced scorecard
- Strategy implementation
- Network theory
- Game theory

Syllabus literature

Johnson G., Scholes, K. And Whittington. R.: Exploring Corporate Strategy, 7th ed, Prentice Hall, 2005,

Whittington, R: What is Strategy? – And does it really matter? Thompson Learning, 2001, chapter 1,2,4,5,7

Volbera, H.E & Elfring T. Ed.: Rethinking Strategy, Sage, 2001, kap 1-4, 9-16, 21

Articles

SCHEDULE OF EXAMS

AUTUMN SEMESTER 2007 - BACHELOR

Autumn 2007	1. year	2. year	Optional	English
30.11.2007			SPR2010	SPR2010
03.12.2007		BØA2002		
04.12.2007	BØA1001	ORG2003		
05.12.2007			BØA3031	BØA3031
06.12.2007			SMØ3020	
07.12.2007			ORG3011	
10.12.2007		BØA2001		
11.12.2007	MET1001		ORG2010	ORG2010
12.12.2007			MET2010	
13.12.2007			ORG3020	
14.12.2007	ORG1001		MRK2015	MRK2015
17.12.2007		SMØ2001		
18.12.2007			BØA3041	
19.12.2007			MRK2020	MRK2020
20.12.2007				

Autumn 2007	FIN	ØS	SØK	SM	ORG	MF	REV
30.11.2007							BØA3045
03.12.2007	MET3001	MET3001	MET3001	MET3001	MET3001	MET3001	
04.12.2007							
05.12.2007				BØA3031			
06.12.2007			SMØ3020				REV3025
07.12.2007							
10.12.2007	BØA3010	BØA3050					
11.12.2007							JUR3001
12.12.2007			SØK2001				
13.12.2007					ORG3020		
14.12.2007							
17.12.2007	SMØ3015					MRK3015	REV3015
18.12.2007				IDRSA1000			BØA3041
19.12.2007							
20.12.2007							

SPRING 2008- BACHELOR

Vår 2008	1. year	2.year	Optional	English
11.04.2008				
02.05.2008			BØA2020	BØA2021
05.05.2008		JUR2001		
06.05.2008	SMØ1001			
07.05.2008			MRK2020	MRK2020
08.05.2008				
09.05.2008			BØA2033	
13.05.2008	MRK1001			
14.05.2008			SMØ2020	SMØ2020
15.05.2008		ORG2002		
16.05.2008			BØA2040	BØA2040
19.05.2008	BØA1002		SMØ2025/30	
20.05.2008			BØA2010	
21.05.2008				
22.05.2008			ORG2013	ORG2013
23.05.2008			MRK2010	
26.05.2008	MET1002		MRK3021	MRK3021
27.05.2008			INT2010	
28.05.2008			BØA3020	
29.05.2008			INT3010	
30.05.2008			BØA3055	

Vår 2008	FIN	ØS	SØK	SM	ORG	MF	REV
11.04.2008							BØA3035
02.05.2008							
05.05.2008							REV3025
06.05.2008	INT3001	INT3001	INT3001	INT3001	INT3001	INT3001	
07.05.2008							
08.05.2008							
09.05.2008							
13.05.2008					ORG3016		REV3015
14.05.2008							
15.05.2008							
16.05.2008							
19.05.2008							JUR3001
20.05.2008				IDRSA1000			
21.05.2008	BØA3025				ORG3025		
22.05.2008							
23.05.2008						MRK2010	
26.05.2008				MRK3021			BØA3045
27.05.2008			SØK1003				
28.05.2008		BØA3020					
29.05.2008							
30.05.2008							

MASTERCOURSES

Autumn 2007	MSC1	MSC2	Deltid	Siste
30.11.2007	SOL400			
03.12.2007	MF410	FIN3001		SMØ3010
04.12.2007		MINT5011	BØA8001	
05.12.2007	BF400	MF455		BØA3030
06.12.2007		FIN3003	JUR8001	
07.12.2007	BA400	SØK3003		
10.12.2007	MF431		BØA8002	
11.12.2007		MINT5100	MET8002	
12.12.2007	SOL420			SMØ2015
13.12.2007		FIN3004		
14.12.2007	BA430		ORG8001	
17.12.2007	MF421	MINT5030	MET8001	
18.12.2007	BA411			BA410
19.12.2007		MF425	MET8003	
20.12.2007				

Spring 2008	MSC1		Deltid	Siste
11.04.2008				
02.05.2008				
05.05.2008				MRK3010
06.05.2008			SMØ8002	
07.05.2008				
08.05.2008				MF420
09.05.2008				
13.05.2008			MRK8001	
14.05.2008				
15.05.2008	BA421		ORG8002	
16.05.2008				
19.05.2008	SOL410		BØA8003	
20.05.2008			BØ922	
21.05.2008				
22.05.2008				
23.05.2008	BA440		BØA8004	
26.05.2008				
27.05.2008	BF410		BØ912	ORG2012
28.05.2008				
29.05.2008				
30.05.2008			SMØ8001	

All students are expected to know the rules and regulations

The Act relating to Universities and Colleges you will find at the following website:

<http://www.ub.uio.no/ujur/ulovdata/lov-19950512-022-eng.pdf>

EXAMINATION RULES FOR TRONDHEIM BUSINESS SCHOOL

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.

Additional comments:

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