

**TRONDHEIM BUSINESS SCHOOL**  
***SØR-TRØNDELAG UNIVERSITY COLLEGE***

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## **GENERAL INFORMATION**

This information is made to help two groups. Primarily our graduated 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 school, starting at the age of six. This education is divided into seven years of elementary school and three years at secondary school. Public education covers subjects such as Norwegian, mathematics, geography, history, social sciences, natural sciences and English (introduced in grade two). 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 of education.

After secondary school students who plan a university or a college education must take three years of study at upper secondary school (Videregående skole). Mandatory 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, language (English, German, French, Spanish, Old Norse, Latin)

Students who have successfully passed the upper secondary school examination may then apply for admission to Norwegian universities and colleges. Also in England the upper secondary is often considered to satisfy the general admission requirements of universities and polytechnic colleges. In the United States, the Norwegian upper secondary equals 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 a significant centre of culture and trade in Scandinavia. Today 150.000 inhabitants and 25.000 students make Trondheim a city big enough for a wide variety of cultural events, sports and other leisure time activities. The city is, however, small enough and has a friendly atmosphere, low crime rates and few traffic jams. Like most places in Norway, nature is on our doorstep.

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

Sør-Trøndelag University College (HiST)

The Norwegian University of Science and Technology (NTNU)

Both institutions offer education from undergraduate to postgraduate degrees.

## **TRONDHEIM BUSINESS SCHOOL**

On August 1, 1994, seven regional colleges in Sør-Trøndelag were merged to form one university college, consisting of about 6000 students and four college campuses.

Trondheim Business School (TBS) was founded in 1967, and has since then been the largest institution teaching business 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 university and industry who give lectures on a regular basis. Parallel to teaching, our highly qualified staff are engaged in many related activities e.g. research, consultancy and writing textbooks. The main research fields are:

- Tax planning
- Business Ethics
- Organizational Economics
  - Incentives
  - Governing Economic Exchanges
- Mergers and Acquisitions
- Expert systems
  - Objects and rules
  - Methodology for development of applications
- 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

These research activities and close professional contact with the industry give our professors an excellent basis for quality on a competitive academic level. This is very rewarding for both the students and the community. It is our goal to be one of the main forces in the development of competence, which is why we encourage and support the close cooperation we have with the spheres of working and civic life.

### ***ENTRANCE 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 has been necessary to enter our programmes.

However, with foreign applicants the basic entrance requirements will vary according to which country their basic education is taken. Here are some indicative examples:

|                             |   |                                                                                                |
|-----------------------------|---|------------------------------------------------------------------------------------------------|
| West European countries     | - | The same requirements as in the home country                                                   |
| United States               | - | High School + 1 year college/univ. education                                                   |
| Latin America               | - | Bachillerato + 1 year of university educ.                                                      |
| West African School Certif. | - | GCE in minimum 5 academic topics, of which minimum 2 at A-level. General paper does not count. |

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

All applicants, Norwegian and foreign, must document very good academic results in their previous education.

### *CREDIT SYSTEM*

Up until 2002 the Norwegian credit system is known as "vektall". One-year full time study consists of 20 vektall. From 2002 Norwegian institutions use "studiepoeng" which are equivalent to European Credit Transfer System (ECTS) credits.

ECTS is a credit system based on student workload. 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.

On the following pages we have used both Norwegian credits (vektall) and international ECTS credits (1 vektall = 3 ECTS credits).

### *RANGE OF GRADES*

Up until 2002 the Norwegian range of grades is on a scale from 1.0 (top grade) to 6.0. Students with poorer grades than 4.0 (lowest passing grade) have not passed their examination.

Examinations taken after August 2002 are graded are from A (top grade) to E, F is failed.

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 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 foreign universities will require a transcript on official paper and with original signatures, and we try to meet such requests.

For some degrees (e.g. cand.mag.) and for students who completed their studies at our institution several years ago, it will only be possible to get copies from the original. We will make this copy and it will be sent to the student who requested the release in a sealed envelope. The official who seals the envelope will normally put his business card in the envelope so that he can be contacted if any doubt occurs.

## *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
- working groups
- individual work

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

The students participate in working groups with other students doing case studies, writing papers, discussing current problems etc. Participation in the working groups is important not only for theoretical learning, but just 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 to 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 the students. In Norway the students have in most cases only been evaluated with an individually written examination at the end of each course. Through the Reform of the quality of higher education that was submitted by the Government on 9 March 2001, changes have been made when it comes to evaluating the students. They are now going to be evaluated and be given feedback regularly throughout the semesters in order to help them get more active participants and at the same time complete the course satisfactory. This means more hand-ins of papers made individually by each student or groups of students as part of the examination and final grade.

### *THE ACADEMIC YEAR*

The academic year normally starts about the 20<sup>th</sup> August and ends about the 1<sup>st</sup> June, and is divided into two semesters.

### *LANGUAGE OF INSTRUCTION*

The language of instruction is Norwegian but we are planning to introduce more subjects that will be taught in English.

### *STUDY PROGRAMMES OFFERED 2003-2004*

|                                     |         |
|-------------------------------------|---------|
| Bachelor of Business Administration | 3 years |
| Bachelor of Auditing and Accounting | 3 years |
| Master of Business Administration   | 2 years |
| Master of Public Administration     | 2 years |

## BACHELOR OF BUSINESS ADMINISTRATION

This programme consists of 180 ECTS credits. Courses are in the following areas: managerial economics, method, law and organization. The programme offers the student a general knowledge base in economics and business administration, as well as the opportunity to specialise through electives and a specialization area in their third year. A completed study programme of 180 ECTS credits gives the degree "Bachelor of Business Administration".

### Programme structure

| 1. semester                                                            | 2.semester                                  | 3. semester                           | 4.semester                             | 5.semester                         | 6.semester                        |
|------------------------------------------------------------------------|---------------------------------------------|---------------------------------------|----------------------------------------|------------------------------------|-----------------------------------|
| Introduction to Managerial Economics and Accounting<br>12 ECTS credits | Financial Accounting<br>6 ECTS credits      | Cost Accounting<br>6 ECTS credits     | Strategic Management<br>6 ECTS credits | Research Methods<br>6 ECTS credits | Ethics<br>6 ECTS credits          |
|                                                                        | Marketing<br>6 ECTS credits                 | Macroeconomics<br>6 ECTS credits      | Welfare Economics<br>6 ECTS credits    | Elective course<br>6 ECTS credits  | Elective course<br>6 ECTS credits |
| Organizational Theory and Management 12 ECTS credits                   |                                             | Investment Analysis<br>6 ECTS credits | Elective course<br>6 ECTS credits      | Specialization 24 ECTS credits     |                                   |
| Mathematics<br>6 ECTS credits                                          | Statistics – basic course<br>6 ECTS credits | Elective course<br>6 ECTS credits     | Elective course<br>6 ECTS credits      |                                    |                                   |
| Information Systems – basic course<br>6 ECTS credits                   | Microeconomics<br>6 ECTS credits            | Commercial Law I<br>12 ECTS credits   |                                        | Bachelor Thesis<br>12 ECTS credits |                                   |

A normal student workload for one year is 60 ECTS credits.

### Elective courses 2003-2004

#### Autumn

BØ232 Annual Accounts  
MA244 Market Communication  
OR220 Human Resource Management  
ME220 Applied Statistics  
SØ325 Applied Microeconomics

OR225 Modernising the Public Sector  
SØ340 Sports Economics

#### Spring

BØ210 Introductory Management Science  
DA210 Information Systems – Database  
MA261 Industrial Relationships  
BØ260 The Economics and Finance of Football  
IN312 Integrated Budgeting and Financial Management  
IN232 Innovation and Technology Management  
IN340 Logistics  
BØ250 Accounting Information Systems

All the above mentioned courses are 6 ECTS credit courses.

### Autumn/Spring

BØ240 Tax law I (12 ECTS credits)  
GF003 French Language (15 ECTS credits)

### *THIRD YEAR OF THE BACHELOR PROGRAMME IN BUSINESS ADMINISTRATION*

Until year 2000 our undergraduate programme has been a two-year programme in business and administration. The students that completed the two-year programme have had the possibility to start one of our advanced studies (60 ECTS credits). After 3 years of study the students have a degree equivalent to a Bachelor of Business Administration.

Students that started their studies in 2000 or later are on a three year bachelor programme and may choose an area in which they can specialize in their third year. Third year specializations consist of 24 ECTS credits and their bachelor thesis (12 ECTS credits) must be written within their field of specialization.

In the academic year 2003-2004 the students may choose between the following areas:

#### *Financial Management*

The aim of this specialization 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.

Mandatory courses:

BØ311 Corporate Finance  
BØ310 Personal Financial Management  
SØ323 International Monetary Theory

#### *Organization and Management*

The programme aims to give the students knowledge and insight in the changes in public institutions and in the field of the 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.

Mandatory courses:

OR220 Human Resource Management I  
OR320 Human Resource Management II  
OR225 Modernising the Public Sector  
OR315 Management and Change

### *Marketing*

The aim is to develop the students personally and professionally through applying theoretical knowledge to practical problems. Problem-based learning is the pedagogical approach.

Mandatory courses:

MA310 Integrated Marketing

MA261 Industrial Relationships

MA244 Market Communication

### *Economics*

Mandatory courses:

SØK1003 Introduction to Macroeconomic Analysis

SØK2003 International Economics

SØK2001 Public Economics and Politics

The students take SØK2001 or SØK2003 and SØK1003. These courses are lectured by the Department of Economics at NTNU (The Norwegian University of Science and Technology). This programme is designed to give business students a broader background in Economics. By choosing an additional Intermediate Calculus course, the students are eligible for admission to the Master Programme in Economics at NTNU.

### *Accounting and Taxes*

Demands in accounting have increased the last few years. This programme aims to fulfil the need for professional accountants and enables the students to become Registered Accountants.

Mandatory courses:

BØ240 Tax Law I

BØ232 Annual Accounts

BØ250 Accounting Information Systems

## 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 at the same time as 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

| Programme structure                                                    |                                             |                                       |                                                  |                                                                                                                                                     |                                 |
|------------------------------------------------------------------------|---------------------------------------------|---------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| 1. semester                                                            | 2.semester                                  | 3. semester                           | 4.semester                                       | 5.semester                                                                                                                                          | 6.semester                      |
| Introduction to Managerial Economics and Accounting<br>12 ECTS credits | Financial Accounting<br>6 ECTS credits      | Cost Accounting<br>6 ECTS credits     | Accounting Information systems<br>6 ECTS credits | Tax Law II 6 ECTS credits                                                                                                                           | Accounting Theory 6ECTS credits |
|                                                                        | Marketing<br>6 ECTS credits                 | Investment Analysis<br>6 ECTS credits | Welfare Economics<br>6 ECTS credits              | Commercial Law II 6sp                                                                                                                               |                                 |
| Organizational Theory and Psychology<br>12 ECTS credits                |                                             | Annual Accounts<br>6 ECTS credits     |                                                  | General Auditing methods<br>15 ECTS credits<br>Auditing in the Private Sector<br>15 ECTS credit<br>Auditing in the Public Sector<br>12 ECTS credits |                                 |
|                                                                        |                                             | Macroeconomics<br>6 ECTS credits      |                                                  |                                                                                                                                                     |                                 |
| Mathematics<br>6 ECTS credits                                          | Statistics – basic course<br>6 ECTS credits | Tax Law I<br>12 ECTS credits          |                                                  |                                                                                                                                                     |                                 |
| Information Systems – basic course<br>6 ECTS credits                   | Microeconomics<br>6 ECTS credits            | Commercial Law I<br>12 ECTS credits   |                                                  |                                                                                                                                                     |                                 |

## MASTER OF SCIENCE IN BUSINESS ADMINISTRATION

This two-year programme aims to provide an advanced study in general management. The entry requirements are a Bachelors degree in Business and administration. The first year (60 ECTS credits) consists of 30 ECTS credits in mandatory 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 take courses abroad or at NTNU or at our university college. In the fourth semester the students write their thesis (30 ECTS credits), this is done under the guidance 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

| 1. semester                                                                                                                                                                    | 2. semester                                                         | 3. semester                                                                                                                                         | 4. semester                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| <b>Mandatory</b> <ul style="list-style-type: none"><li>Theoretical foundations of business economics</li></ul>                                                                 | <b>Mandatory</b><br>Research methods – quantitative and qualitative | <ul style="list-style-type: none"><li>Study abroad</li></ul><br>or<br><ul style="list-style-type: none"><li>Graduate courses at NTNU/HiST</li></ul> | Master thesis under guidance<br><br>Workshops and presentations |
| <b>Specialization</b> <ul style="list-style-type: none"><li>Business economics and management control</li><li>Strategy, organization and change or</li><li>Marketing</li></ul> |                                                                     |                                                                                                                                                     |                                                                 |

### *Specification of the Master Courses*

| <b>Mandatory courses:</b>                        |                                                                                     |
|--------------------------------------------------|-------------------------------------------------------------------------------------|
| BF400                                            | The Theoretical Foundations of Business Economics                                   |
| BF410                                            | Research Methods, Qualitative and Quantitative                                      |
| <b>Business Economics and Management control</b> |                                                                                     |
| BA400                                            | Finance Theory                                                                      |
| BA410                                            | Advanced Financial Theory and Risk Management                                       |
| BA421                                            | Decision theory and corporate finance                                               |
| BA430                                            | Management Control                                                                  |
| <b>Marketing</b>                                 |                                                                                     |
| MF400                                            | International Marketing                                                             |
| MF410                                            | Management of Logistics                                                             |
| MF420                                            | Advanced Topics in Marketing                                                        |
| MF430                                            | Business Relationships and Industrial Networks                                      |
| <b>Strategy, Organization and Change</b>         |                                                                                     |
| SOL400                                           | Organizational and Management Theory                                                |
| SOL410                                           | Strategy                                                                            |
| BF420                                            | Macroeconomic-environment and Corporate Governance                                  |
| <b>Elective courses</b>                          |                                                                                     |
| BA510                                            | Industrial Organization and Strategy                                                |
| MF510                                            | IT-driven Organizational Consulting in a Changing Environment – Theory and Practice |
| SOL510                                           | Knowledge Management                                                                |

### *MASTER OF PUBLIC ADMINISTRATION*

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

- Organizational Theory and Management (15 ECTS credits)
- Political Science (15 ECTS credits)
- Economics (15 ECTS credits)
- Strategic Management and Changes (15 ECTS credits)
- Research Methodology (15 ECTS credits)
- Internationalisation of the Public Sector (15 ECTS credits)

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

- International summer school
- A study trip abroad
- Master Thesis

The first part of the programme takes about one and a half year to complete. The teaching is concentrated to 10 weeks and the students have to fulfil different tasks during the intermediate periods. After having finished the first part, the students transfer to Copenhagen Business School to write their master thesis.

## Course Descriptions – index

| Code        | Course name                                   | ECTS credits | Page |
|-------------|-----------------------------------------------|--------------|------|
|             | <b>Undergraduate courses</b>                  |              |      |
| AF300       | Bachelor Thesis                               | 12           | 16   |
| BØ118       | Financial Accounting and Analysis             | 6            | 30   |
| BØ120       | Cost Accounting and Budgeting                 | 6            | 31   |
| BØ125       | Managerial Economics and Financial Accounting | 12           | 32   |
| BØ210       | Introductory Management Science               | 6            | 34   |
| BØ215       | Investment Analysis                           | 6            | 35   |
| BØ232       | Annual Accounts                               | 6            | 36   |
| BØ240       | Tax Law                                       | 12           | 37   |
| BØ250       | Accounting Information Systems                | 6            | 38   |
| BØ260       | The Economics and Finance of Football         | 6            | 39   |
| BØ310       | Personal Finance Management                   | 6            | 40   |
| BØ311       | Corporate Finance                             | 6            | 41   |
| BØ330       | Tax Law II                                    | 18           | 42   |
| BØ335       | Accounting Theory                             | 6            | 43   |
| DA112       | Information Systems – Basic Course            | 6            | 44   |
| DA210       | Database Management Systems                   | 6            | 45   |
| IN232       | Innovation and Technology Management          | 6            | 46   |
| IN240       | Ethics                                        | 6            | 47   |
| IN312       | Integrated Budgeting and Financial Management | 6            | 48   |
| IN340       | Logistics                                     | 6            | 49   |
| JU210       | Commercial Law I                              | 12           | 50   |
| JU310       | Commercial Law II                             | 18           | 51   |
| MA110       | Marketing                                     | 6            | 52   |
| MA244       | Marketing Communication                       | 6            | 53   |
| MA261       | Industrial Relationships                      | 6            | 54   |
| MA310       | Integrated Marketing                          | 12           | 55   |
| ME110       | Mathematics                                   | 6            | 58   |
| ME120       | Statistics – Basic Course                     | 6            | 59   |
| ME220       | Applied Statistics                            | 6            | 61   |
| ME310       | Research Methods                              | 6            | 63   |
| OR130       | Organization and Management                   | 12           | 69   |
| OR215       | Strategic Management                          | 6            | 70   |
| OR220       | Human Resource Management I                   | 6            | 71   |
| OR225       | Modernising the Public Sector                 | 6            | 72   |
| OR315       | Management of Change                          | 6            | 73   |
| OR320       | Human Resource Management II                  | 6            | 74   |
| RE315-RE335 | Auditing                                      | 42           | 75   |
| SØ115       | Microeconomics                                | 6            | 83   |
| SØ211       | Welfare Economics                             | 6            | 84   |
| SØ215       | Macroeconomics                                | 6            | 85   |
| SØ323       | International Monetary Theory                 | 12           | 86   |
| SØ325       | Applied Microeconomics                        | 6            | 88   |
| SØ340       | Sports Economics                              | 6            | 89   |
|             |                                               |              |      |

|        |                                                                                     |     |    |
|--------|-------------------------------------------------------------------------------------|-----|----|
|        | <b>Graduate courses</b>                                                             |     |    |
| BA400  | Finance Theory                                                                      | 7,5 | 17 |
| BA410  | Advanced Financial Theory and Risk Management                                       | 15  | 18 |
| BA421  | Decision Theory and Corporate Finance                                               | 7,5 | 20 |
| BA430  | Management Control                                                                  | 7,5 | 21 |
| BA510  | Industrial Organization and Strategy                                                | 15  | 22 |
| BF400  | The Theoretical Foundations of Business Economics                                   | 7,5 | 23 |
| BF410  | Research Methods, Qualitative and Quantitative                                      | 15  | 25 |
| BF420  | Macroeconomic-environment and Corporate Governance                                  | 7,5 | 28 |
| BF500  | Master Thesis                                                                       | 30  | 29 |
| MF400  | International Marketing                                                             | 7,5 | 64 |
| MF410  | Management of Logistics                                                             | 7,5 | 65 |
| MF420  | Advanced Topics in Marketing                                                        | 15  | 66 |
| MF430  | Business Relationships and Industrial Network                                       | 7,5 | 67 |
| MF510  | IT-driven Organizational Consulting in a Changing Environment – Theory and Practice | 7,5 | 68 |
| SOL400 | Organizational and Management Theory                                                | 15  | 77 |
| SOL410 | Strategy                                                                            | 15  | 80 |
| SOL510 | Knowledge Management                                                                | 15  | 81 |

### **AF300 BACHELOR THESIS**

|          |                 |
|----------|-----------------|
| Credits  | 12 ECTS credits |
| Semester | 2003-2004       |

#### ***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 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. 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.

#### ***Evaluation***

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 (ME310 or equivalent).

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

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

**BA 400 FINANCE THEORY**

|                      |                           |
|----------------------|---------------------------|
| <i>ECTS credits:</i> | 7,5                       |
| <i>Semester:</i>     | 1 semester<br>Autumn 2003 |

**Objective**

This course gives an introduction to some central themes of modern finance. The main focus is on no-arbitrage models and equilibrium in financial markets.

**Tuition**

Lectures, groupwork

**Evaluation**

Individual written examination (70%) and oral presentation (30%).

**Contents**

Topics: Bond theory and yield curve theory.  
One period portfolio theory.  
Risk aversion and certainty equivalents.  
Pricing in general state preference model.  
CAPM and APT.  
Dynamic model for asset prices like binominal and Wienerprocess models.  
Pricing of derivatives like index, swaps, interest rate and foreign exchange options.  
Numerical methods for derivatives.  
Empirical studies in the financial markets.

**Syllabus literature**

Luenberger, David G. *Investment Science*, Oxford University Press, 1998.  
Hull, John, *Options, Futures, and Other Derivatives*, Prentice Hall. 2000.  
Articles and handouts.

## **BA410 ADVANCED FINANCIAL THEORY AND RISK MANAGEMENT**

|                      |                           |
|----------------------|---------------------------|
| <i>ECTS credits:</i> | 15                        |
| <i>Semester:</i>     | 1 semester<br>Autumn 2003 |

### **Objective**

The course aims to train the students to structure and solve problems they might encounter as an economic advisor for a firm or an organization. The type of problems concerned would be within the fields of financial accounting, financial analysis, law, particularly tax law and tax planning. The course aims to present a common frame of reference to enable an analysis both of regular and irregular transactions.

### **Tuition**

Lectures, group work, discussions, presentations and term paper

### **Evaluation**

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

### **Contents**

General Tax Planning

- Tax planning and strategy: organizational and personal conditions
- Tax planning in a transactional perspective
- Critical factors in the tax system: neutrality, symmetry and continuity.
- Different tax regimes: implicit, explicit and total taxes. Tax clienteles.
- The principal-agent-model and transaction cost theory as basis for tax planning strategies.
- Pure tax planning: The principles of making use of tax deferral
- Mixed tax planning: The principles of making use of asymmetric tax liabilities between taxpayers

Valuation models and required rate of return (discount rate)

- Taxation perspectives included

Restructuring business enterprises

- Taxation perspectives included

Legacy and alternation of generations

- Taxation perspectives included

Measurement of profitability and return on investment

Due diligence analysis

Financial strategy and analysis

### **Syllabus literature**

Lars Fallan: *Skatteplanlegging. Økonomisk teori møter skattejussen*. Gyldendal Akademisk 2002. (ISBN 82-05-30607-9)

Simon Z. Benninga and Oded H. Sarig: *Corporate Finance. A Valuation Approach*. McGraw-Hill 1997. (ISBN 0-07-005099-6)

Frøystein Gjesdal and Thore Johnsen: *Kravsetting, lønnsomhetsmåling og verdivurdering*. Cappelen Akademisk Forlag 1999.

***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*. 2<sup>nd</sup> 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

Fallan, Lars: *Innføring i skatterett*. 21<sup>nd</sup> ed. Oslo: Gyldendal Akademisk 2002.

Fallan, Lars: *Studiebok til Innføring i skatterett. Oppgaver og løsninger*. 8<sup>nd</sup> ed.. Oslo: Gyldendal Akademisk 2003.

**BA 421 Decision theory and corporate finance**

|                      |                           |
|----------------------|---------------------------|
| <i>ECTS credits:</i> | 7,5                       |
| <i>Semester:</i>     | 1 semester<br>Spring 2004 |

**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 describe 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

**Evaluation**

Individual written examination (70%) and oral presentation (30%).

**Syllabus literature**

Mark Grinblatt and Sheridan Titman: *Financial Markets and corporate Strategy*. 2<sup>nd</sup> edition, McGraw-Hill, 2001.

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

Articles and handouts.

## BA430 Management control

|              |                  |
|--------------|------------------|
| ECTS credits | 7,5 ECTS credits |
| Semester     | 1 semester       |
|              | Spring 2004      |

### ***Objective***

The objective of the course is to develop an integrated understanding of the concept of management control. 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

### ***Evaluation***

The students are supposed to write three papers during the course. The two best papers will be selected for grading.

### ***Subjects***

- Management control – a traditional view.
- Management control in a behavioural perspective
- Management control through internal and external markets
- Management control through networks

### ***Syllabus literature***

The literature will be available by the beginning of the course.

**BA510 INDUSTRIAL ORGANIZATION AND STRATEGY**

|                      |                           |
|----------------------|---------------------------|
| <i>ECTS credits:</i> | 15                        |
| <i>Semester:</i>     | 1 semester<br>Autumn 2003 |

**Contents**

The focus is on the strategic interaction in an industry of few firms. The lectures and literature present a mixture of theory and real examples both from international and Norwegian industries. We employ simple game theoretic models, e.g. the Prisoners' Dilemma, to characterize the decision setting, possible solutions and the pay-off to involved parties for different combinations of their strategic choices. The real examples illustrate how firms have chosen both wisely and unwisely. Some of the situations we study are: Why do we observe intense price competition in some industries and how can firms avoid such competition? What characterizes an industry where firms succeed in colluding? How should a newcomer enter an industry in order not to provoke intense price competition? How can the individual player or the competition authorities change the rules of a game?

**Objective**

To provide insight into issues of strategic interaction between firms; which game do we play; how should it be played; can this game be changed to the benefit of my firm?

**Tuition**

Lectures, group work, discussions.

**Evaluation**

Individual term paper.

**Syllabus literature**

L. Sjørgård: *Konkurransestrategi – eksempler på anvendt mikroteori*, 2. utg. Fagbokforlaget, 2003.

B.J. Nalebuff og A.M. Brandenburger: *Co-opetition*, Harper Collins Business, 1997.

## **BF400 THE THEORETICAL FOUNDATIONS OF BUSINESS ECONOMICS**

*ECTS credits:* 7,5

*Semester:* 1 semester

Autumn 2003

### **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.

### **Tuition**

Lectures, term papers, groupwork and discussions.

### **Evaluation**

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

### **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 20<sup>th</sup> century: Accounting in Germany, linear programming, dynamic programming, utility theory, game theory, decision theory, financial accounting, cost accounting and finance.

- (3) Institutional economic theory and the influence on business administration and the theory of the firm.
- (4) 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**

ECTS credits: 15

Semester: 1 semester  
Spring 2004

### **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 ME120 and ME310. 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).

### **Content**

#### **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. Applications using SPSS.
- The classical 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.
- Time series models.
- Dummy dependent variable techniques.
- Introduction to simultaneous equations.

### 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.

### ***Tuition***

Lectures, seminars, problem-based activities.

### ***Evaluation***

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

### ***Syllabus literature***

#### **Part 1: Philosophy of science and the research process.**

Articles

#### **Part 2: Qualitative methods:**

Steinar Kvale: *Det kvalitative forskningsinterview*. Oslo: adNotam 1996.

Erik Maelø: *Case-studier af og om mennesker i organisationer*. København: Akademisk forlag 1996.

Articles.

#### **Part 3: Quantitative methods:**

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

Kompendium/artikkelsamling.

Hammervold: *En kort innføring i bruk av SPSS 11.*, Trondheim Business School 2003.

Hammervold: Oppgavesamling, Trondheim Business School 2003.

## **Recommended literature**

### **1. Vitenskapsteoretiske emner og forskningsprosessen:**

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 videnskapsteori*, 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. Kvalitativ metode:**

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. Kvantitativ metode:**

Gujarati, D.: *Essentials of Econometrics*. Second edition. Irwin McGraw-Hill. 1999

Hair, J. F.; et. al.: *Multivariate Data Analysis*. Fifth edition. Prentice Hall, Inc. 1998.

Gripsrud G, Olsson U H: *Markedsanalyse*. Høgskoleforlaget, 1999.

Lillestøl J: *Sannsynlighetsregning og statistikk med anvendelser*. Cappelen Akademisk Forlag, 1997.

Fugleberg: *Innføring i regresjonsanalyse, og multivariate metoder*. Bedriftsøkonomens forlag 1995.

Hagen, P. Chr. *Innføring i sannsynlighetsregning og statistikk*. 3. utgave. Cappelen Akademisk Forlag, 2000.

**BF420 MACROECONOMIC-ENVIRONMENT AND CORPORATE GOVERNANCE**

|                      |                           |
|----------------------|---------------------------|
| <i>ECTS credits:</i> | 7,5                       |
| <i>Semester:</i>     | 1 semester<br>Autumn 2003 |

**Objective**

The macroeconomic-environment consists of different markets: goods, labour, capital, and politics.

Defined broadly, corporate governance refers to the private and public institutions, including laws, regulations and accepted business practices, which together govern the relationships between the stakeholders (constituencies) of the firm. The purpose of corporate governance is to enhance the performance and ensure the conformance within corporations.

Learning outcome: the candidate shall be able to describe the forces in the macro-environment of an organisation using the PESTEL framework and identify key structural drivers of the behaviour of the firm.

**Tuition**

Lectures, group work, presentations and discussions

**Evaluation**

Individual, written examination

**Contents**

- PEST-analysis and environmental influences: political, economic, social, technological, environmental and legal.
- The different layers of the business environment
- Modernisation of the Public Sector – New Public Management
- EU and EEA-issues
- Environmental and competition law.
- Culture and cultural differences

**Syllabus literature**

Articles

## **BF500 MASTER THESIS**

|                 |                                   |
|-----------------|-----------------------------------|
| Responsibility: | Teaching supervisor, appointed    |
| Credits:        | 30 ECTS credits                   |
| Semester:       | Spring – 4 <sup>th</sup> semester |
| Code:           | BF 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 2<sup>nd</sup> semester. The written outline or draft will then decide who should be appointed supervisor. During the 3<sup>rd</sup> 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. The typing itself should be executed with 12 point characters and a line spacing of 1,3.
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.

### **Evaluation**

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

## **BØ118 FINANCIAL ACCOUNTING AND ANALYSIS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objective**

The objective of this course is to give the students a basic knowledge of and skills in working with financial accounts and the analysis of these, based on existing rules and regulations.

### **Tuition**

Lectures, group work.

### **Evaluation**

Individual written examination

### **Contents**

Preparation of financial statements  
Measurement problems, classification and presentation of assets and liabilities  
Accounting and Tax Laws  
Financial statement analysis  
Cash flow analysis

### **Syllabus literature**

Trond Kristoffersen: *Årsregnskapet – en grunnleggende innføring*, Fagbokforlaget 2002  
Trond Kristoffersen: *Årsregnskapet – en grunnleggende innføring, oppgavesamling med løsninger*, Fagbokforlaget 2002

### **Recommended literature**

Banken, Kjell og Busch, Tor: *Analyse av finansregnskapet*. 5<sup>th</sup> edition, Tano, 1999. (Chapter 1-11)  
Banken, Kjell og Busch, Tor: *Analyse av finansregnskapet - Oppgavesamling*. 5<sup>th</sup> edition, Tano, 1999  
Fladstad, Harald N. og Tofteland, André: *Finansregnskap og analyse – Oppgavesamling med løsning og veiledninger*. first edition, Cappelen akademisk forlag, 1999.  
Eklund, Trond og Knutsen, Knut: *Regnskapsanalyse med årsoppgjør*. 6<sup>th</sup> edition Universitetsforlaget, 1999.

## **BØ120 COST ACCOUNTING AND BUDGETING**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **Objective**

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.

### **Evaluation**

Individual, written examination

### **Contents**

Management accounting

- Purpose and concepts of management accounting

- Order, process and operation systems

- Flexible budget and standards

- Cost analysis, joint cost

- Profit planning and control

- Activity Based Costing

- Budgeting

### **Syllabus literature**

Hoff, K.G.: *Driftsregnskap og budsjettering*. Universitetsforlaget, 2002

Hoff, K.G.: *Driftsregnskap og budsjettering. Oppgavesamling*. Univ.forlaget, 2002

### **Recommended supplementary literature**

Naug, T og Sti, A.D.: *Internregnskap*. Latest edition, Oslo: Univ. Forlaget.

Horngren, C. ; G. Foster and S. Datar: *Driftsregnskap*. Ad Notam /Prentice Hall 1994

## **BØ125 MANAGERIAL ECONOMICS AND FINANCIAL ACCOUNTING**

|           |                |
|-----------|----------------|
| Credits:  | 12 ECT credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **Objective**

The objective of **financial accounting** is to give a basic understanding of financial accounting – the double bookkeeping principle and an introduction to the measuring and reporting of asset and liabilities in accordance with the Norwegian accounting law.

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.

### **Tuition**

Lectures, group work.

### **Evaluation**

Individual written examination

### **Contents**

#### Financial accounting

- Introduction to the balance sheet
- The users of financial information
- The double bookkeeping principle for assets, liabilities, equity, revenues and expenses
- Introduction to the Norwegian accounting law
  - Measuring of asset and liabilities
  - Periodic-end accounting, accruals and prepayments
  - Reporting in the balance sheet and profit and loss account

#### 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

### **Syllabus literature**

#### Financial accounting

Kristoffersen, Trond: *Årsregnskapet - en grunnleggende innføring*. Fagbokforlaget 2002

Kristoffersen, Trond: *Årsregnskapet - en grunnleggende innføring - oppgavesamling*. Fagbokforlaget 2002

Managerial economics

Boye, Knut: *Kostnads- og inntektsanalyse*. Oslo: Tano Aschehoug, 7<sup>th</sup> edition 1999.

Boye, Knut: *Kostnads- og inntektsanalyse*. Oppgavesamling. Tano Aschehoug, 1999

Boye, Knut: *Kostnads- og inntektsanalyse*. Løsningsforslag. Tano Aschehoug, 1999

### ***Recommended literature***

Financial accounting

Ottesen, Lindstrøm, Øyen: *Innføring i eksternregnskap*. Universitetsforlaget, 2nd edition, 1999

Managerial economics

Hoff, K. G.: *Grunnleggende bedriftsøkonomisk analyse*. Latest edition Oslo: Tano Aschehoug.

## **BØ210 INTRODUCTORY MANAGEMENT SCIENCE**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objective**

The course introduces the students to the fundamentals of Management Science Methods. It gives an introduction to the use of models in financial-administrative problems, and the methods for analysis of problems involving both of a quantitative nature and an intangible nature.

### **Tuition**

Lectures, group work

### **Evaluation**

Individual written examination

### **Contents**

Linear programming  
Inventory Control  
Project management  
Simulation  
Decision theory and Decision Trees  
Forecasting  
Interpretations of computer solutions

### **Syllabus literature**

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

### **Recommended literature**

Evensmo, Jan and Søyland, Svein: *Operasjonsanalyser for økonomi og samfunnsfag*, Latest edition, Universitetsforlaget.

## **BØ215 INVESTMENT ANALYSIS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **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

### **Evaluation**

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

### **Syllabus literature**

Boye, K.: *Finansielle emner. Oslo: Cappelen Akademisk Forlag, 2002*

Handouts

### **Recommended supplementary literature**

Brealey, R. and S. Myers: *Principles of Corporate Finance*. 6th ed. New York: Mc Graw Hill, 2000

## **BØ232 ANNUAL ACCOUNTS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **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

### **Evaluation**

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 fiscal accountancy

- Central business-economic measurement problems

- Financial flow analysis/cash-flow analysis

- Value appraisal

### **Syllabus literature**

Tellefsen, Jan Terje / Langli, John Christian: *Årsregnskapet*. Latest edition, Gyldendal Akademisk

Kristoffersen, Trond. *Årsregnskapet - oppgaver og løsninger*. Fagbokforlaget, 2000

### **Recommended literature**

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

**BØ240 TAX LAW 1**

|           |                 |
|-----------|-----------------|
| Credits:  | 12 ECTS credits |
| Semester: | 2 semesters     |
|           | 2003-2004       |

**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

**Evaluation**

Individual written examination

**Contents**

Rules of tax liability, tax objects, and taxpayers

Assessment of wealth taxes with primary emphasis of 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

**Syllabus literature**

Fallan, Lars: *Innføring i skatterett*. 21th ed. Oslo: Gyldendal Akademisk, 2003.

Fallan, Lars: *Studiebok til Innføring i skatterett. Oppgaver og løsninger*. 8th ed. Oslo: Gyldendal Akademisk, 2003.

Jarøy, Jacob: *Norsk Skattelovsamling 2002/2003*. Jacob Jarøy Forlag, 2003.

Torgimsen, Bjørn: *Oppgavesamling i skatterett*. Latest ed. Oslo: Bedriftsøkonomens forlag.

**Recommended literature**

Brudvik, A.: *Skatterett for næringsdrivende 2003*. 26th ed. Oslo: Cappelen Akademisk Forlag, 2003.

Greni, S. m/flere: *Skattelovkommentaren 2001*. Oslo: Kommuneforlaget, 2000.

Skattedirektoratet: *Lignings-ABC 2001*. Elanders Publishing AS, 2002.

## **BØ250 ACCOUNTING INFORMATION SYSTEMS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **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.

### **Tuition**

Lectures and group-work.

### **Evaluation**

Individual written examination.

### **Contents**

Accounting framework/Norwegian Accounting Law

Internal control

Classification/code of accounts

Accounting procedures/systems

### **Syllabus literature**

Kyllingstad, Tove-Gunn / Havstein, Bjørgunn: *Regnskapsorganisasjon*. Cappelen Akademisk Forlag, 3th edition 2002.

Kyllingstad, Tove-Gunn / Havstein, Bjørgunn: *Oppgaver i regnskapsorganisasjon*. Cappelen Akademisk Forlag, 3th edition 2002.

Lovregler mv. gjengitt i Dnr *Revisors Håndbok 2002*

Mokastet Data as: *Total årsoppgjør*. Latest edition.

Visma Micro80: *Lærebok. Regnskap*.

## **BØ260 THE ECONOMICS AND FINANCE OF FOOTBALL**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objective**

The course will give insight into the economic and financial aspects of the football industry and professional team sports

### **Tuition**

Lectures and assignments

### **Evaluation**

Individual written examination

### **Contents**

General features of the football industry and professional team sports  
Income and costs for football clubs  
Gate attendance demand  
TV broadcasting rights and sponsorship  
The market for playing talent  
Strategy and structure of the football business  
Leagues and competitive balance  
The future of the football industry  
Football and finance:  
- Stock market  
- Valuation  
- Ownership

### **Syllabus literature**

Downward and Dawson: *The Economics of Professional Team Sports*, Routledge, 2000.

Articles and handouts.

### **Recommended literature**

Information later.

## **BØ310 PERSONAL FINANCIAL MANAGEMENT**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objectives**

Through applying knowledge gained from the compulsory courses, BØ215 and BØ311, the course aims at teaching the students how to carry out an analysis of investments for enterprises and individuals.

In addition, the course aims at developing the student's ability to work in groups, present solutions in class and engage in discussions.

### **Tuition**

Lectures, cases, project work and presentations. Attendance is compulsory.

### **Evaluation**

Individual written examination

### **Contents**

Foundations of personal finance  
Financial investments  
Loans and mortgages  
Housing economy  
Family economy  
Financial benefits under loss of income  
Taxes

### **Syllabus literature**

Boye/Hansen: *Personlig økonomi* 2004, 22nd edition, Oslo Cappelen, 2003  
Boye, K.: *Finansielle emner*, 12th edition. Oslo Cappelen, 1999

### **Recommended literature**

Boye, K. : *Finansielle emner*, 12th edition, Oslo Cappelen, 1999

## **BØ311 CORPORATE FINANCE**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **Objective**

To give the students a deeper understanding of the theory and practice of corporate finance than is possible to give them in the introductory course Investment analysis (BØ215).

### **Tuition**

Lectures, group work

### **Evaluation**

Three Individual written examinations

### **Contents**

Risk, return and the cost of capital  
Dividend policy and capital structure  
Debt financing  
Short-term financial decisions  
International finance

### **Syllabus literature**

Boye, K: *Finansielle emner*, 12th edition. Oslo: Cappelen Akademiske forlag, 1999  
Boye, K: *Finansielle emner*, oppgavesamling 1st edition, Oslo: Cappelen Akademiske forlag, 1999.

### **Recommended supplementary literature**

Brealey, R and S, Myers: *Principles of Corporate Finance*. 6th ed. New York: Mc Graw Hill, 2000

## **BØ330 TAX LAW II**

|           |                              |
|-----------|------------------------------|
| Credits:  | Auditors exam 18ECTS credits |
| Semester: | 1 semester                   |
|           | Autumn 2003                  |

### **Objective**

The purpose of the course is to prepare the students for the auditor examination through tuition in tax and duties legislation and give background material in tax law for correct decision-making in a business economic situation.

### **Requirements**

Tax Law I BØ240 or any course deemed to be equivalent.

### **Tuition**

Lectures and groupwork

### **Evaluation**

Individual written examination

### **Contents**

As Tax Law I, however a higher level of absorption is required.

Norwegian tax law with special focus on:

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

### **Syllabus literature**

Fallan, Lars: *Innføring i skatterett*. Gyldendal Akademiske. Latest edition.

Torggrimsen, Bjørn: *Oppgavesamling i skatterett*. 7th ed. Oslo. Cappelen Akademisk Forlag, 2001

Gjems-Onstad, Ole: *Skattelovsamling*. Latest edition, Ad Notam Gyldendal or Jarøy, Jacob: *Norsk Skattelovsamling* Latest edition. Jacob Jarøy Forlag,

Gjems-Onstad, Ole og Tor S. Kildal: *MVA-reformen*. Ad Notam Gyldendal, 2<sup>nd</sup> ed. 2002 Handouts

### **Recommended literature**

Brudvik, Arthur J.: *Skatterett for næringsdrivende*. Latest edition, Cappelen Akademisk Forlag, 2001.

Gjems-Onstad, Ole: *Norsk Bedriftsskatterett*. Latest edition, Gyldendal Akademiske

Gjems-Onstad, Ole and Tor S. Kildal: *Lærebok i merverdiavgift*. Latest edition, Gyldendal Akademiske.

Gjems-Onstad, Ole and Tor S. Kildal: *Merverdi – Spørsmål og svar*. 3th edition, Gyldendal Akademiske.

Gjems-Onstad, Ole, E. Hoch-Nielsen and Tor S. Kildal: *Skatterett – Spørsmål og svar*. 5<sup>th</sup> edition, Ad Notam Gyldendal, 1999.

LigningsABC, Latest edition, Skattedirektoratet.

## **BØ335 ACCOUNTING THEORY**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objective**

The course covers accounting theory and practice from an analytical viewpoint.

### **Requirements**

BØ231 Advanced accounting or any course deemed to be equivalent.

### **Tuition**

Lectures and groupwork.

### **Evaluation**

Individual written examination

### **Contents**

- Accounting regulations
- Historical cost and value added accounting
- Conceptual framework (FASB)
- Assets, liabilities and owners equity
- Revenue and gains
- Expenses and losses
- Accounting principles in Norway

### **Syllabus literature**

Elling, Jens O.: *Årsrapporten – teori og regulering*. Latest edition, Gjellerup/G.E.C. Gads Forlag.

NOU 1995:30: *Ny regnskapslov. Chapter 2 Grunnleggende regnskapsprinsipper and chapter 4 Vurderingsreglene*.

Handouts

### **Recommended literature**

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

Huneide: *Årsregnskapet i teori og praksis*. Latest edition, Gyldendal Akademisk Forlag.

Oslo Børs: *Regnskapssirkulære*

## **DA112 INFORMATION SYSTEMS - BASIC COURSE**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **Objective**

The first objective of this course is to give a basic insight into computer and communication technology and the development of information systems within the area of business and administration. The second objective is to develop skills in the use of PC and PC-software.

### **Tuition**

Lectures, demonstrations, obligatory problem solving and hand ins, group work.

### **Evaluation**

Individual written examination

### **Contents**

Using PC and Windows.

Using Microsoft Office(word-processing, spreadsheet and presentation).

Information processing, computers and computer hardware

Communication and network

Data modelling.

The Internet and Internet applications

Software engineering

Challenges and consequences of an information dependent society

### **Syllabus literature**

Braadland: *Innføring i informasjonsbehandling*, Fagbokforlaget

Fuglseth og Skjellum: *PC-bruk 1 for høyskoler og universiteter*, 3th edition, Fagbokforlaget

Handouts

## **DA210 DATABASE MANAGEMENT SYSTEMS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objectives**

The main objective is to develop the student's basic knowledge in data modelling, and develop their skills in using a PC-based system for information storage, retrieval and reporting. Insight into what knowledge is required, and the complexity and workload in development of a database-system, is the secondary objective.

### **Tuition**

Lectures, demonstrations, exercises, student project (Microsoft Access)

### **Evaluation**

Individual written examination (50%) and student project (50%)

### **Contents**

Software engineering.  
Data model: Concepts and development  
Database system: Concepts and development.  
Using Microsoft Access.

### **Syllabus literature**

Bostrøm, Edgar: *Datamodellering – praksis og teori*. Metodedata as  
Bernt Betheussen: *Access 2000 - innføring*. Norsk-utgave. EDB-kunnskap  
Handouts.

### **Recommended literature**

Bernt Betheussen: *Access 2000 – videregående*. EDB-kunnskap  
Bernt Betheussen: *Access 95/97 Programmering med Visual Basic*. EDB-kunnskap  
Data Power: *Access 2000 N - MOUS Core - DK Modul 5*

## **IN232 INNOVATION AND TECHNOLOGY MANAGEMENT**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **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 semester task, accomplished in groups.

### **Evaluation**

Individual written examination

### **Contents**

Introduction to innovation

Perspectives on innovation

The innovation process

Innovation and networks

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. (2000) : *Product Leadership – Creating and Launching Superior New Products*, Perseus Books, Cambridge, Massachusetts

Gressetvold, E. (2004) : *Artikkelsamling og forelesningsnotater (Articles and Handouts)*, Trondheim Business School.

## IN240 ETHICS

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### 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

### Evaluation

Individual written examination

### Contents

Core issues in the history of ethics

A critical discussion of the concept of rationality

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

F.Nyeng: *Etikk og økonomi*, Abstrakt forlag, 2002.

Articles (150 pages)

### Recommended supplementary literature

F. Nyeng: *Etiske teorier – en systematisk fremstilling av syv etiske teoriretninger*, Fagbokforlaget 1999.

T.Wyller: *Etikkens historie - En systematisk framstilling*. Cappelen, 1996.

Fenger-Grøn, C/Kristensen, J. E. (red.): *Kritik af den økonomiske fornuft*, Hans Reitzels forlag, 2001.

O.Jakobsen/J.Mehlum: *Miljø, myter og markedsføring*. Ad Notam, 1992.

P.Ariansen: *Miljøfilosofi*. Universitetsforlaget, 1992.

A.Etzioni: *The moral dimension - toward a new economics*. The Free Press, 1988.

H.E.Daly/J.B.Cobb: *Det felles bedste - en økologisk økonomi for fællesskab og fremtid*. Hovedland, 1991.

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

Aristoteles: *Etikk*. Gyldendal, 1996. (Relevant innledning av A.Stigen.)

E.Anderson: *Value in ethics and economics*. Harvard University Press, 1993.

T. Blindheim/T. Ø. Jensen/F. Nyeng: *Forbrukeren – helt, skurk eller offer*. Cappelen Akademisk Forlag, 2000.

Marnburg, E: *Etikk i næringslivet*, Tano Aschehoug, 1998

## **IN312 INTEGRATED BUDGETING AND FINANCIAL MANAGEMENT**

|          |                |
|----------|----------------|
| Credits  | 6 ECTS credits |
| Semester | 1 semester     |
|          | Spring 2004    |

### **Objectives**

Develop knowledge and skills in budgeting, using Excel spreadsheets.

### **Tuition**

Lectures, group work and compulsory project

### **Evaluation**

Individual written examination.

### **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: Cost behaviour and short term planning. Allocation of joint costs. Revenue, service and profit centre. Transfer pricing. Financial performance measures of performance. 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 2002.

Articles and handouts.

### **Recommended literature**

Bernt Bertheussen: *Excel 97, Programming with Visual Basic*. EDB-kunnskap AS, 1997.

Kjell Gunnar Hoff and P. A. Holving: *Balansert målstyring*. Universitetsforlaget 2001.

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

## **IN340 LOGISTICS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **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 are addressed.

### **Tuition**

Lectures, group work

### **Evaluation**

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.

## **JU210 COMMERCIAL LAW I**

|           |                 |
|-----------|-----------------|
| Credits:  | 12 ECTS credits |
| Semester: | 2 semesters     |
|           | 2003-2004       |

### **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.

### **Evaluation**

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 2003  
Haga, Karl J.: *Oppgaver i rettslære*. 8th ed. Oslo: Cappelen 2002  
Norwegian Statues Compilation (Norges Lover) 1685-2001

## **JU310 COMMERCIAL LAW II**

|           |                 |
|-----------|-----------------|
| Credits:  | 18 ECTS credits |
| Semester: | 1 semester      |
|           | Autumn 2003     |

### **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.

### **Requirements**

Law I JU210 or any course deemed to be equivalent.

### **Tuition**

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

### **Evaluation**

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, 1998.  
Gundersen, Fr. Fr. og A. J. Brudvik: *Jus for økonomer*. 8th ed. Fr. Fr. Gundersen, 2003.  
Haga, Karl J.: *Oppgaver i rettslære*. 8th ed. Oslo: Cappelen, 2002.  
Martinussen, Roald: *Kjøpsrett*, 3th ed. Oslo: Bedriftsøkonomens forlag, 2001.  
Os, Audvar m.fl.: *Forvaltningsloven og kommunene*, 3th ed. Oslo: Kommuneforlaget, 1994.  
Norwegian Statues Compilation (Norges Lover) 1965-2001.

## **MA110 MARKETING - BASIC COURSE**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objectives**

- 1: Give the students a comprehensive coverage of the theory of strategic market planning.
- 2: Give the students the opportunity to implement the marketing knowledge on realistic marketing problems through collaboration with a business partner (problem-based learning).

### **Tuition**

Lectures, group work

### **Evaluation**

Individual, written examination (case)

### **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**

Kjell Banken & Svein Linge Solberg: *"MARKEDSPLANLEGGING - Fra visjon til kundetilfredshet"* Tapir Akademisk Forlag, 2002.

Kjell Banken & Svein Linge Solberg: "STUDIEHEFTE – MARKEDSPLANLEGGING- Fra visjon til kundetilfredshet"

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

### **Recommended literature**

Runar Framnes & Hans Mathias Thjømmøe: "Markedsføringsledelse", Universitetsforlaget, 2001.

Svein Linge Solberg: *"Hvordan lykkes med eksamen i markedsføring"*, Fagbokforlaget, 1997.

Alhassan G. Abdul-Muhmin: *Eksamenshefte i Markedsføring*. Bergen: Fagbokforlaget, 1992.

## **MA244 MARKETING COMMUNICATION**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **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.

### **Course structure**

Lecturers and discussions

### **Evaluation**

Written exam, 4 hours

### **Course outline**

What is communication?

What is marketing communication?

Promotion - advertising, public relations and sales promotions

Personal selling and personal communication

Internal communication within the company

Business to Business communication

Relationships in the advertising industry and between advertiser and agency

### **Syllabus literature**

Helgesen, Thorolf : *Markedskommunikasjon - Prinsipper for effektiv informasjon og påvirkning*. Cappelen Akademisk Forlag, 2000.

Ulvnes, Arne M.: *"Kommunikasjonsstrategier i et markedsføringsperspektiv"*,

Articles, Trondheim Business School 2002.

## **MA261 INDUSTRIAL RELATIONSHIPS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objective**

The course will provide knowledge about industrial relationships, how these develop and are interconnected in a network. The course is based on MA110 Marketing 1.

### **Tuition**

Lecturing. Student presentations.

Compulsory semester task, accomplished in groups.

### **Evaluation**

Individual, written examination

### **Contents**

Understanding business markets.

Relationships and suppliers.

Relationships and customers.

Development of relationships.

Industrial networks.

### **Syllabus literature**

Ford, D. et. al.: *Managing business relationships*. J. Wiley & Sons, 1998.

Articles and handouts

Gressetvold, E. (2004) : *Artikkelsamling og forelesningsnotater (Articles and Handouts)*, Trondheim Business School.

## **MA310 INTEGRATED MARKETING**

|           |                 |
|-----------|-----------------|
| Credits:  | 24 ECTS credits |
| Semester: | 2 semesters     |
|           | 2003-2004       |

### **Objectives**

There are three main objectives:

1. Academic goals
  - *Extend the students' marketing knowledge*
  - *View marketing as an integrated field of disciplines.*
2. Problemsolving goals
  - *Diagnose and define marketing problems*
  - *Analyse and solve defined marketing problems*
  - *Present (report) and implement solutions*
3. Personal goals
  - *Develop the ability to relate to all actors in the problemsolving activity*
  - *Develop the ability to handle stress and conflict situations*
  - *Develop the ability to give written and oral presentations*

### **Tuition**

The teaching method used in the marketing course is referred to as Problem-Based Co-operative Learning (PBL). Our PBL model has the following format:

1. The course is rooted in the real world, and in real-world problems. The students work in close contact with a collaborating company over a period of 8 months. In co-operation with the company the students look into problems that the company wants to discuss.
2. The students operate in groups that work with a problem posed by the collaborating company.
3. The students are to a high extent responsible for their own learning. This is so because we focus on problemsolving - the problem drives the learning.

### **Evaluation**

Project work including a project report  
Written individual examination

### **Contents**

Strategic management  
Market planning  
Service Marketing  
Consumer Behavior  
Market communication  
International marketing  
Project work  
Marketing and information technology

## Syllabus literature

- Christian Grønroos: *"Markedsføring av tjenester"*, Cappelen Ak. Forlag, 1997.
- Sigurd V. Troye: *"Marketing – forventning, tilfredshet og kvalitet"*, Fagbokforlaget, 1999.
- Philip Kotler: *"Kotler on Marketing – how to create, win and dominate markets"*, The Free Press, 1999.

## Articles

- "Educational Innovation in Economics and Business VI" s. 19, Kluwer Academic Publishers, 2002: Nils A. Estenstad & Svein Linge Solberg: *"Goals and Critical Success Factors in a Problem Based Marketing Course"*  
HBR – May 2002:  
R. Eugene Goodson: *"Read a Plant – Fast"*  
HBR – April 2002:  
Nick Morgan: *"The Kinesthetic Speaker: Putting Action into Words"*.  
HBR-May 2002:  
Joan Magretta: *"Why Business Models Matter"*  
HBR - March 2002: Diane L. Coutu : *"The Anxiety of Learning"*  
HBR - March 2001:  
Hansen/von Oetinger: *"Introducing T-shaped Management: Knowledge Management's Next Generation"*  
HBR-May-June 1982:  
Thomas Bonoma: *"Major Sales- who really does the buying?"*  
HBR-May 2001:  
Patricia B. Seybold: *"Get inside the Lives of Your Customers"*  
HBR-April 2002:  
Thomke/von Hippel: *"Customers as Innovators: A New Way to Create Value"*  
HBR -June 2001  
Lederer/Hill: *"See Your Brands Through Your Customers' Eyes"*  
HBR- April 2001:  
James K. Sebenius: *"Six Habits of Merely Effective Negotiators"*  
HBR-January 2002:  
Anthony W. Ulwick: *"Turn Customers Input into Innovation"*  
HBR – January 2001:  
Eisenhardt/Sull: *"Strategy as Simple Rules"*  
HBR January 2001:  
Interview: Paul Hemp: *"Managing for the Next Big Thing: EMC's Michael Ruetters"*  
Magma årgang 1, nr. 4:  
Kåre Sandvik: *"Markedsorientering som kilde til konkurransefortrinn"*,  
HBR-January 2002:  
Colin Michell: *"Selling the Brand Inside"* –  
Shaw/Hood: *Marketing in Evolution*, MacMillan 1996:  
Christian Grønroos: *"The Rise and fall of Modern Marketing - and its Rebirth"*  
*Journal of Marketing*, 1993, Vol. 57(Jan), 38 – 56:  
M.D. Bunn. *"Taxonomy of Buying Decision Approaches"*

*Journal of Marketing*, 1994, Vol. 56 (Oct), 9-31:  
F.W. Dwyer et al.: "Developing Buyer-Seller Relationships"

***Recommended literature***

- Nigel Piercy: *"Market-led Strategic Change"*, Butterworth/Heineman, 2000
- Solomon/Bamosy/Askegaard: "Consumer Behavior – a European perspective", Prentice Hall, 2002.

Dag Ingvar Jacobsen: *"Hvordan gjennomføre undersøkelser"*, Høgskoleforlaget, 2000.

## **ME110 MATHEMATICS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **Objective**

This is an introductory course in mathematical analysis in the field of economics.

### **Tuition**

Lectures, group work.

### **Evaluation**

Individual, written examination

### **Contents**

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

### **Syllabus literature**

Risnes, M.: *Matematikk med anvendelse i økonomi*. Latest edition, Oslo: Universitetsforlaget.

## **ME120 STATISTICS – BASIC COURSE**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objective**

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

### **Tuition**

Lectures, group work

### **Evaluation**

Individual, written examination

### **Contents**

What is statistics about?

Descriptive statistics

Frequency tables and graphs

Centre and spread of a distribution

Linear transformations

Probability

Probability models

Compound events

Conditional probability. Independence. Bayes theorem

Permutations and combinations.

Probability distributions

Mean and variance of discrete variables. Expected value

The binomial distribution, hypergeometric distribution and poisson distribution

Normal distribution

Two random variables

Distributions. A function of two random variables

Covariance

Random sampling. Sampling distribution

Point estimation

Confidence intervals

A single mean. Small sample t

Proportions

Hypothesis testing

P-value. Classical one sided hypothesis tests. Type I and Type II errors.

Power of a test. Two-sided tests.

Simple regression analysis

The regression model. Confidence intervals and tests for the slope.

Predictions

Simple correlation analysis

Chi-square tests for independence. Contingency tables

**Syllabus literature**

Per Chr. Hagen: *Innføring i sannsynlighetsbergning og statistikk*.

Cappelen Akademisk Forlag, 4th edition 2003.

Randi Hammervold: *Oppgavesamling*. Trondheim Business School 2003.

**Recommended literature**

Hans Foosnes, K. Halvorsen, R. Volden, T. Wentzel-Larsen: *Statistikk – en innføring*. Fagbokforlaget.

H. Bjørnestad, J. Evensmo, U. H. Olsson, S. Søyland: *Statistikk for økonomi og samfunnsfag*. Høyskoleforlaget.

G. Løvås: *Statistikk for universiteter og høyskoler*. Universitetsforlaget.

## ME220 APPLIED STATISTICS

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objective**

This is an applied course in statistics, focusing on the theory and applications of regression models. This provides a good focal point for understanding such related techniques as correlation and analysis of variance. Special attention is given to nonlinear and multiple regression, emphasizing the value of multiple regression in reducing bias in observational studies. Also included are special topics such as nonparametric statistics and times series. For computing we use Excel and SPSS.

### **Tuition**

Lectures, compulsory exercises for applications of statistical methods using Excel and SPSS.

### **Evaluation**

Individual, written examination

### **Contents**

Inference for means.

Point estimation, confidence intervals and hypothesis testing for means.

One sample and two independent samples.

Analysis of variance

One-way and two-way ANOVA

Confidence intervals

Simple regression model

Ordinary least squares

Confidence intervals and statistical tests for the slope

Predicting the dependent variable

Multiple regression model

Ordinary least squares

Confidence intervals and statistical tests

Simple and multiple regression compared

Path analysis

Regression extension

Dummy variables

Analysis of variance by regression

Nonlinear regression

Correlation

Simple and multiple correlation

Multicollinearity

Nonparametric and robust statistics

- Mean or median

- Sign test for the median, Wilcoxon Rank test and

- Runs test for independence

Times series

- Decomposition and forecasting using regression

- Forecasting using exponential smoothing

- Forecasting using Box-Jenkins models

- Generalized least squares

### **Syllabus literature**

Hagen, P. Chr. : *Innføring i sannsynlighetsregning og statistikk*. Cappelen Akademiske forlag as, 4th edition 2003.

Wonnacott, T.H./Wonnacott R.J.: *Introductory Statistics for Business and Economics*. New York: John Wiley & Sons, fifth edition.

Hammervold, Randi: *Enkort innføring i SPSS 11.0*, Trondheim Business School 2003.

Hammervold, Randi: *Oppgavesamling i anvendt statistikk, ME220*, Trondheim Business School 2000.

## **ME310 RESEARCH METHODS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **Objective**

Give students basic knowledge of the key features in research methods and train them to carry out and participate in research projects.

### **Tuition**

Lectures and exercises

### **Evaluation**

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, 2000.

### **Recommended literature**

Hellevik, O.: *Forskningsmetode i sosiologi og statsvitenskap*, 5th ed. Oslo: Universitetsforlaget, 1991/2002.  
Holme og Solvang: *Metodevalg og metodebruk*, 3th ed., Tano 1996  
Ghuri, P.N., K: Grønhaug og I. Kristianslund : *Research methods in business studies*. Prentice Hall 1995  
Johansen, A. , P. A. Tufte: *Introduksjon til samfunnsvitenskapelig metode*. Abstrakt forlag 2002

## **MF400 INTERNATIONAL MARKETING**

|                      |                           |
|----------------------|---------------------------|
| <i>ECTS credits:</i> | 7,5                       |
| <i>Semester:</i>     | 1 semester<br>Autumn 2003 |

### **Objective**

One of the goals of marketing is to make the process of market economy easier. International marketing involves interaction between companies and people of different nationalities and different cultures. The international market place has a countless number of cultures with different languages and historical background. We find economic and political systems in the range from democratic and market based economic systems to central plan economic systems with short experience in the field of market economy. To be successful in the international arena, knowledge about cultural differences and different economic systems are needed.

In this course, we will see marketing in the context of international cultures, ethics, economical and political dimensions.

### **Tuition**

Lectures, group work, term-paper and compulsory case- and article presentations.

### **Exam**

Individually, written exam, lasting 4 hours, counts for 60%, term-paper to be written individually or in groups of two students, counts for 40%.

### **Topics**

- Culture
- Ethics
- Political Systems
- Currency decisions
- Entry strategies to International Markets
- International marketing
  - Product adaptation
  - Distribution
  - Communication
  - Price Strategies
- International Marketing Plans

### **Prerequisite**

Basic knowledge of marketing from a business school, equivalent to 12 ECTS.

### **Syllabus literature**

Geert Hofstede : Cultures and Organizations, McGraw Hill, 1991

Masaaki Kotabe and Kristiaan Helsen, Global Marketing Management, John Wiley & Sons, Inc, 2002

A collection of articles and cases, available in the reception.

## **MF410 MANAGEMENT OF LOGISTICS**

|                      |                           |
|----------------------|---------------------------|
| <i>ECTS credits:</i> | 7,5                       |
| <i>Semester:</i>     | 1 semester<br>Spring 2004 |

### **Objective**

The main objective is to give an overview of the logistic strategies that exist in order to increase the firms/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.

### **Evaluation**

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: *Artikkelsamling i Logistikkledelse*, Trondheim Business School, 2003

Christopher, M.: *Logistics and Supply Chain Management – Strategies for Reducing Cost and Improving Service*, Pitman Publishing, London, 2<sup>nd</sup> edition, 1998

### **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*

## **MF 420 ADVANCED TOPICS IN MARKETING**

|                      |                          |
|----------------------|--------------------------|
| <i>ECTS credits:</i> | 15                       |
| <i>Semester:</i>     | 2 semesters<br>2003-2004 |

### **Objective**

The objective of the course is to show students the significance of the interaction between market understanding and marketing strategy. The course intends to give students advanced and contemporary knowledge in modern marketing theory. The introductory part aims at establishing a frame of reference in marketing theory. Subsequently there will be introduced four in-depth themes in connection with the established chosen frame of reference. Those are consumption culture, marketing communication and service management. The course will emphasize the student's ability in critical reflection, co-operation and the ability to oral and written presentations.

### **Tuition**

Lectures, groupwork, discussions and presentations.

### **Evaluation**

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

### **Contents**

- Theoretical perspectives in contemporary marketing.
- Market orientation
- Consumerism (consumption as a cultural phenomenon)
- The pluralism of perspectives in consumer research
- The ethics of consumption
- Consumption, rationality, personal identity and the quest for meaning
- The development process of industrial
- The enterprise as a part of a network of relations
- Technical development and enterprise cooperation
- Contemporary marketing communication
- Service management
- Customer satisfaction – a behaviour perspective
- The development of a market oriented culture.
- 

### **Syllabus literature**

Articles

## ***Business Relationships and Industrial Networks***

|                     |                   |
|---------------------|-------------------|
| ECTS credits:       | 7,5               |
| Course responsible: | Espen Gressetvold |
| Lecturer:           | Espen Gressetvold |
| Semester:           | 1                 |
| Course code:        | MF 430            |

### ***Objective***

The course aims at creation of insight into the network of relationships of which a single company is a part. These networks are developed over a long time period, and restricts the company's ability to act. At the same time, these networks open up for new opportunities. Business relationships play a central role in industrial marketing and purchasing. The industrial network approach forms the basis for this course. This perspective presents a holistic approach to industrial markets, and focuses theory development on basis of qualitative, empirical studies.

### ***Contents***

- The industrial network approach as research tradition.
- The company as part of an industrial network: delimitations and opportunities.
- The interaction model.
- Development of business relationships.
- Industrial marketing in a network perspective.
- Industrial purchasing in a network perspective.

### ***Tuition***

Lectures, group work, discussions. Student presentations.

### ***Evaluation***

Folder evaluation:

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

### ***Syllabus literature***

Gressetvold, E.: *Bedriftsrelasjoner og industrielle nettverk (Business Relationships and Industrial Networks), Artikkelsamling (2003)*. Trondheim Business School.

Ford, D.: *Understanding Business Marketing and Purchasing – An Interaction Approach*. 3<sup>rd</sup> edition, edited by David Ford on behalf of the IMP Group, Thomson Learning, London.

Articles and handouts.

### ***Recommended literature***

Ford, D., L.-E. Gadde, H. Håkansson, I. Snehota (2003) : *Managing Business Relationships, 2nd edition*, John Wiley & Sons, Great Britain

Håkansson, H. & I. Snehota (eds., 1995) : *Developing Relationships in Business Networks*, Routledge, Great Britain

**MF510- IT driven Organizational Consulting in a Changing Environment – Theory and Practice**

|                      |                         |
|----------------------|-------------------------|
| <i>ECTS credits:</i> | 7,5                     |
| <i>Semester:</i>     | 1 semester<br>2003-2004 |

**Objective**

The objective of the course is to give students knowledge to be able to appraise different methods to change- and development processes in organizations, where IT-driven change plays a significant role. Further the course intends to give the students contemporary knowledge in consulting practises.

**Tuition**

Lectures

**Evaluation**

Two theoretical and practical term papers, case 30% and project 70%.

**Contents**

- The role of the consultant in change- and development processes.
- Organizational consequences of IT- driven change.
- Theories of change.
- Trends in organizational response.
- Concepts concerning IT-driven change.
- Models of leadership development.
- The role of offensive and optimal teams in change processes.
- Organizational Culture a critical success factor in IT driven change.
- Perspectives on change interventions.

**Syllabus literature**

Cummings & Worley, 2001, Organizational change and Development 7 Ed South-Western College Publishing ch 4 - 18

Articles

## **OR130 ORGANIZATION AND MANAGEMENT**

|           |                 |
|-----------|-----------------|
| Credits:  | 12 ECTS credits |
| Semester: | 2 semesters     |
|           | 2003-2004       |

### ***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.

### ***Evaluation***

Two individual written examinations

### ***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  
Analysis of organizations from the structural, human-resource, political and symbolic frame.

### ***Syllabus literature***

Jacobsen, Dag og Jan Thorsvik: Hvordan organisasjoner fungerer. Fagbokforlaget. 2<sup>nd</sup> edition 2002.

Hitland, Synnøve: Articles OR130. Spring 2004, Trondheim Business School.

Bolman Lee G. and Terrence E. Deal: Nytt perspektiv på organisasjon og ledelse. Gyldendal Forlag. 2001.

### ***Recommended literature***

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.

Nyhlen, Børre: *Organisasjonsteori. Kritiske analyser og refleksjoner*. Kalle Forlag 1997

Kaufmann, Geir: *Studieguide til psykologi i organisasjon og ledelse*. Bergen: Fagbokforlaget. Latest edition.

Omholt, K. og J.G. Nesse: *Mennesker, organisasjon og ledelse*. 2nd edition Oslo: Universitetsforlaget, 1995.

## **OR215 STRATEGIC MANAGEMENT**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objective**

Introduction to the various traditions in the field of strategic management. Give the students basic skills for a systematic analysis and evaluation of strategic possibilities in enterprises. More specifically, give the students the knowledge to be able to complete a "rational" strategic analysis of a specific enterprise.

### **Tuition**

Lectures, group work, and discussions.

### **Evaluation**

Individual, written examination

### **Contents**

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

### **Syllabus literature**

Roos, Von Krogh, Roos: *Innføring i strategi*, 3th edition, Fagbokforlaget 2002.  
Articles and handouts.

### **Recommended literature**

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

## **OR220 HUMAN RESOURCE MANAGEMENT I**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **Objective**

Introduction to Human Resource as an academic field. The course gives insight and understanding of the challenges organizations face in this field today. Insights in how the Human Resource dimension is affected by economical, technological and social development are offered.

### **Tuition**

Lectures and Group Work.

### **Evaluation**

Individual, written examination

### **Contents**

Changes in society and organizations  
The Human Resource development  
Human Resource and ethics  
Human Resource, Labour Market and Immigrants  
Human Resource, Labour Market and Women  
Recruiting, training and retraining new employees  
Developing capabilities for organizational learning  
International Labour Market and Human Resource

### **Syllabus literature**

Grimsø, Rigmor E., *Personaladministrasjon. Teori og praksis*. 3th edition. Universitetsforlaget AS. Oslo 2000 (393 pages)  
Olav Korsnes, K. Vennesland and J. Heiret (red.): *Arbeidsliv, historie og samfunn. Norske arbeidslivsrelasjoner i historisk, sosiologisk og juridisk perspektiv*, Fagbokforlaget 2003.

## **OR225 MODERNISING THE PUBLIC SECTOR**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **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.

### **Evaluation**

Individual, written examination

### **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

Norway in international perspective

Norway – EØS and EU and globalisation

### **Syllabus literature**

Busch, Tor: *Modernisering av offentlig sektor*. Universitetsforlaget 2001

Christensen, Tom: *Forvaltning og politikk*. Universitetsforlaget 2002

Articles

## **OR315 MANAGEMENT OF CHANGE**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **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

### **Evaluation**

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**

John P. Potter: *Leading Change*, Harvard Business School Press 1996.  
Banken/Brokhaug/Vanebo: *Articles*

### **Recommended literature**

Cummings & Worley: *Organization Development & Change*, South – Western Thomson Learning 2001.

## **OR 320 HUMAN RESOURCE MANAGEMENT II**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **Objective:**

Create an understanding of Human Resource Management compared to modern organizations and management of change.

### **Tuition:**

Students will work by themselves or in groups with presentations and discussions. Lectures.

### **Evaluation:**

Individual, written examination

### **Syllabus literature:**

Nordhaug, Odd, Kompetanseutvikling og ledelse. Tano Aschehoug, 1998.  
Pinnington, Ashly and Tony Edwards, Human Resource Management. Oxford University Press, 2000. Chapt. 1, 2, 5, 8, 9.  
Olav Korsnes, Knut Vennesland and Jon Heiret (red.): *Arbeidsliv, historie og samfunn. Norske arbeidslivsrelasjoner i historisk, sosiologisk og juridisk perspektiv*, Fagbokforlaget 2003.  
Grete Wennes: Articles, TØH-serien, Trondheim Business School.

### **Recommended literature:**

Marnburg, Einar: *Den selvutviklende virksomhet. Idèpilarer i lærende organisasjoner*. Gyldendal Akademisk, 2001.  
Nordhaug, Odd: *Kompetansestyring i arbeidslivet*. Tano Aschehoug, 1998.  
Geir Kalstad, Hallvard Føllesdal and B. H. Gundersen: *Emosjonell intelligens – i hjertet og hodet på ledere*. FagBulletin. Desember 2001. Vol. 3. Nr. 2 Norges Handelshøyskole.  
Lai, Linda: *Strategisk kompetansestyring*. Fagbokforlaget 1997.  
Grande, Gro: *Omstilling – rettigheter og plikter i endringsprosesser*. Tiden Norsk Forlag 2002.

## **RE315, RE325, RE335 AUDITING**

|           |                 |
|-----------|-----------------|
| Credits:  | 42 ECTS credits |
| Semester: | 2 semesters     |
|           | 2003-2004       |

### **Objective**

Both lectures and the general study structure are designed to prepare the student for the final state examinations.

### **Tuition**

Lectures, exercises.

### **Evaluation**

3 final individual written state examinations:  
RE315 Auditing Theory and Method  
RE325 Financial Accounting and Auditing  
RE335 Public 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

Examination of auditing problems and solutions as regards the public sector

State and municipal auditing

The objective of this course is to give the students a 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.

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 budgetting.

Electronic data processing and accounting.

### **Syllabus literature**

Gulden, Bror Petter: *Den eksterne revisor*. Universitetsforlaget.

Gulden, Bror Petter: *Revisjon – teori og metode*. Cappelen Akademisk Forlag.

Lovregler og revisjonsstandarder gjengitt i Dnr *Revisors Håndbok* (utgis årlig).  
Huneide, Pedersen, Schwencke, Sørensen: *Årsregnskapet i teori og praksis*. (utgis årlig i januar) Ad Notam Gyldendal.

Johnsen, Kvaal: *Regnskapsloven, kommentarer til lov av 17. juli 1998 nr. 56 om årsregnskap mv.* Cappelen Akademiske Forlag.

Lovregler og regnskapsstandarder gjengitt i Dnr *Revisors Håndbok* (utgis årlig i januar).

<http://www.nkrf.no/>

## **SOL400 ORGANIZATIONAL AND MANAGEMENT THEORY**

|                      |                           |
|----------------------|---------------------------|
| <i>ECTS credits:</i> | 15                        |
| <i>Semester:</i>     | 1 semester<br>Autumn 2003 |

### **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

### **Evaluation**

The students are supposed to write few papers during the course.

### **Subjects**

- Power and politics
- Organizational structure
- Organizational culture
- Management and leadership
- Organizational change and learning

### **Syllabus literature**

- Busch, T. (2000) Økonomistyring i offentlig sektor: Noen teoretiske og konseptuelle problemstillinger. TØH-serien 2000:11 (<http://www.aoa.hist.no/~tor/forskning/okstyr.pdf>)
- Christensen, A. (red) (1997) *Den lærende organisasjons begreper og praksis*. Aalborg, Aalborg Universitetsforlag.
- (a) Christensen, A.: Den organisatoriske lærings dynamikk – diskussion af betydende teoretiske elementer.
- (b) Laursen, E.: Nye muligheter og gamle barrierer for organisatorisk læring.
- (c) Nymark, S.: Læring, forandring og organisasjon – et kritiske perspektiv
- Christensen, S. Og Daugaard Jensen P-E. (2001) *Kontroll i det stille*. København, Samfunnslitteratur.
- Irgens, E.J. (2000) *Den dynamiske organisasjon*. Oslo, Abtakt Forlag. Kap. 3, 4, 6, 7, 8.
- Løwendahl, B.R. og Revang, Ø. (1999) *Knowledge workers and organizational design*. Forskningsrapport 2/1999, Bedriftsøkonomisk Institutt.
- Mintzberg, H.: *Structures in five*. Englewood cliffs, NJ. Prentice Hall 1993 – kap. 1-6
- Ravn, J., Nygaard, C. og Kristensen, P.H. (2001) *Strategen tegner kontrakter – agentteori*. I Nygaard, C. (red.): *Strategizing – kontekstuell virksomhetsteori*. København, Samfunnslitteratur.
- 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***

- Bass, M.B. (1990) Bass & Stodgill's Handbook of Leadership. New York, The Free Press. Kap. 13: Power and Leadership.
- Beyer, P. (2001) Når vi ikke kan løbe hurtigere. *Økonomistyring og Informatikk*. 16, 465-480.
- Bolman, L.G. & Deal, T.E.: *Nytt perspektiv på organisasjon og ledelse*. Oslo. Ad Notam 1998. Kap. 11: Organisasjoner som politiske arenaer og aktører.
- Borum, F. (1995) *Strategier for organisationsændring*. København, Handelshøjskolens Forlag. Kap. 8: Afslutning.
- Brunsson, N. (1989): *The organization of hypocrisy*. New York. Wiley. Kap. 1: Organizations and inconsistent norms.
- Busch, T., Johnsen, E. og Vanebo, J.O. (1993). *Foretakets ledelse og økonomi*. Oslo, Tano Forlag. Kap. 3.1-3.4.3: Ledelse
- Elkjær-Larsen, J.K. (2001). Styring gjennom prosesser. *Økonomistyring og Informatikk*. 17, 11- 29.
- Groth, L. (1999). *Future organizational design: The scope for the IT-based enterprise*. Chichester, Wiley. Kap. 16: The new configurations.
- Gundersen, B.H. og Hillestad, T. Fra hierarki til selvstyrte team. *Magma*, 4, 1, 69-81.
- 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.
- Håkansson, H. og Johanson, J. (1998) The network as a governance structure: Interfirm cooperation beyond markets and hierarchies. I Brunsson, N. Og Olsen, J.P. (red.) *Organizing Organizations*. Bergen, Fagbokforlaget.
- Katzenbach, J.R. og Smith, D.K. (1998). *The wisdom of teams*. London, McGraw-Hill. Kap. 3: Team basics: A working definition and discipline.
- Levitt, B. og March, J.G.: Organizational Learning. *Annual Review Sociology*, 14, 319-340, 1988
- Melander, P. (1996) *Økonomistyring i politisk styrede organisasjoner*. København, Jurist og økonomforbundets forlag. Kap. 6: Økonomistyringens dilemmaer og drivkrefter – fra økonomisk beslutningslogikk til politisk multicentreret kamparena.
- Meyer, J.W. og Rowan, B.: Institutionalized organizations: Formal structure as Myth and Ceremony. *American Journal of Sociology*, 83, 340-363, 1977.
- Nonaka, I. Og Takeuchi, H. (2001) Organizational knowledge creation. I Henry, J. (red) *Creative Management*. London, Sage Publications.
- Nylehn, B. (1997) Noen paradokser i "fleksibilitet". *Norsk Statsvitenskaplig Tidsskrift*. 13, 1, 3-22.
- Pfeffer, J. og Salancik, G.R. (1990) The design and management of externally controlled organizations. I Pugh, D.S. (red.) *Organizational Theory – selected readings*. Harmondsworth, Middlessex, Penguin Books.
- Røvik, K. A.: Identitetsutvikling i moderne organisasjoner. *Magma*, 1, 41-51, 1998.
- Scott, S.G. og Lane, V.R. (2000) A stakeholder approach to organizational identity. *Academy of Management Review*, 25, 1, 43-62.
- Suchman, M.C. (1995) Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review*. 20, 3, 571–610.
- Trice, H.M. og Beyer, J.M.: Changing organizational culture. I Shafritz, J.M. og Ott, J.S. (red.): *Classics of organizational theory*, New York. Harcourt Brace College Publishers, 1996.

- Vanebo, J.O.: *Endringsledelse i offentlig sektor med vekt på økonomistyring*. Ph.D.serie 13.99, Det økonomiske fakultet, Handelshøjskolen i København, s. 320-340, 1999.
- Volberda, H.W. (1996). Toward the flexible form: How to remain vital in hypercompetitive environments. *Organizational Science*. 4, 7, 359-374.
- Yukl, G.A. (2002) *Leadership in Organizations*. Englewood Cliffs, NJ, Prentice Hall. Kap. 10: Leading change in organizations.

### ***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***

|                      |                           |
|----------------------|---------------------------|
| <i>ECTS credits:</i> | 15                        |
| <i>Semester:</i>     | 1 semester<br>Spring 2004 |

### **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 systematically 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 in critical reflection, co-operation and the ability to oral and written presentations.

### ***Tuition***

Lectures, group work, discussions and presentations.

### ***Evaluation***

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.: Exploring Corporate Strategy, 6 utgave, Prentice Hall, 2002,

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

## **SOL510 Knowledge Management**

|                      |                           |
|----------------------|---------------------------|
| <i>ECTS credits:</i> | 15                        |
| <i>Semester:</i>     | 1 semester<br>Autumn 2003 |

### **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.

### **Contents**

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

### **Tuition**

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

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

### **Evaluation**

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

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

### **Syllabus literature**

Friedman and Olaisen: *Underveis til fremtide: Kunnskapsledelse I teori og praksis*. Bergen: Fagbokforlaget.

Colbjørnsen, T., Drake, I. And W. Haukedal: *Norske ledere i omskiftelige tider*. AFFs lederundersøkelse, Fagbokforlaget 2001.

Norhaug, Odd: *Kunnskapsledelse*. Oslo: Universitetsforlaget 2003.

Articles

### **Recommended literature**

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

Hickman, Gill R.: *Leading Organization: Perspectives for a New Era*. London: Sage 1998.

Holter, Elisabeth: *Ledelse og ledere I sykehus. Administrasjon av sengeposter*. 2nd edition, Tano.

## **SØ115 MICROECONOMICS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objective**

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

### **Contents**

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

### **Tuition**

Lectures and group-work.

### **Evaluation**

Individual, written examination.

### **Syllabus literature**

Pindyck, Robert S. & Rubinfeld, Daniel L.: *Microeconomics*. Prentice Hall, Latest edition  
Grønn, Erik: *Mikroøkonomi - formler og oppgaver*, Latest edition, Oslo: Cappelen.

### **Recommended literature**

Ringstad, Vidar: *Samfunnsøkonomi 1. Mikro- og markedsøkonomi*. Latest edition, Oslo: Bedriftsøkonomens forlag.

## **SØ211 WELFARE ECONOMICS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Spring 2004    |

### **Objective**

The purpose of this course is to help the students to attain a deeper understanding of how consumers and firms influence the allocation of the resources in society, and the welfare consequences from different markets and market imperfections. The need for public influence on a market economy and the consequences from different cases of market imperfections will also be discussed. Methods used in public planning will be presented.

### **Tuition**

Lectures

### **Evaluation**

Individual, written examination

### **Contents**

The theory of economic welfare  
Market imperfections  
Cost- benefit analysis  
The role of the public sector in the Norwegian economy

### **Syllabus literature**

Pindyck, Robert S. & Rubinfeld, Daniel L.: *Microeconomics*. Prentice Hall, Latest edition  
Rosen, Harvey S.: *Public finance*. Latest edition Irwin.  
Riis, Christian og Asbjørn Rødseth (red.): *Markeder, ressurser og fordeling – artikler i anvendt økonomi*. Ad notam Gyldendal, latest edition.

### **Recommended literature**

Ringstad, Vidar: *Samfunnsøkonomi 3, offentlig økonomi og økonomisk politikk*. Latest edition. Oslo: Bedriftsøkonomens Forlag.  
Stieglitz, Joseph E.: *Economics of the public sector*. New York: Norton, Latest ed.  
S. Rysstad, K. I. Westeren: *Ressurs og miljøøkonomi*. Latest edition, Stavanger: Rogaland Mediesenter.

## **SØ215 MACROECONOMICS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **Objective**

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

### **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

### **Tuition**

Lectures and group work.

### **Evaluation**

Individual, written examination.

### **Syllabus literature**

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

## **SØ323 INTERNATIONAL MONETARY THEORY**

|           |                 |
|-----------|-----------------|
| Credits   | 12 ECTS credits |
| Semester: | 1 semester      |
|           | Autumn 2003     |

### **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. In addition the course will give the students a basic introduction to the performance and management of financial institutions, and give them increased knowledge about the tasks of the financial institutions and of how they work.

### **Tuition**

Lectures, presentations and group work In addition, a compulsory seminar over 2 days will be arranged.

### **Evaluation**

Two individual written examinations

### **Contents**

Inter-temporal budget constraints  
Supply and demand for money and credit  
Supply and demand for currency  
Exchange regime  
Aggregate demand and aggregate supply  
Supply-Side policy  
Fiscal policy  
Monetary and exchange rate policy  
Euro  
The international monetary system  
The competing situation in the credit market  
The confinements of banking and financing institutions  
Liquidity and balance control  
Credit rating and contract follow-ups

### **Syllabus literature**

Burda, M. and C. Wyplosz: *Macroeconomics*. Oxford: Oxford University Press, Latest edition.  
Articles and handouts  
Norges Banks Penger og kreditt.  
Økonomiske utsyn over år 2000, Økonomiske analyser, Statistisk Sentralbyrå 1/2001  
Nasjonalbudsjett.

### **Recommended literature**

Buckley, Adrian: *The essence of international money*. New York: Prentice Hall, 1990.

Hanisch, Tore Jørgen , Espen Søylen og Gunhild Ecklund: *Norsk økonomi i det 20. århundre*, Høyskoleforlaget 1999

Isachsen, Arne Jon: *Felles mynt i Europa*. Oslo: Bedriftsøkonomens forlag, 1994.

Isachsen, Arne Jon og Ole Bjørn Røste(red): *Euroen og den norske kroners skjebne*, Fagbokforlaget

Korsvold, Pål E.: *Valutastyring*. Oslo: Bedriftsøkonomens forlag, 1995.

Klovland, Jan Tore : *Pengepolitisk tennis: To klassiske dobbeltfeil og en ny dårlig serve*  
artikkelen til Hagen, Rune Jansen: *Finanspolitisk trøye eller keiserens nye klær?* .  
Begge i

Mork, Knut Anton: *Makroøkonomi*. 2nd edition Oslo: Cappelen, 1995.

Thøgersen, Øystein(red): *Økonomisk politikk i en turbulent verdensøkonomi*, SNF  
årbok 1999, Fagbokforlaget

Schilbred, Cornelius M.: *Innføring i valuta*. Bergen: Fagbokforlaget, 1993.

Vårdal, Erling: *Internasjonal økonomi*. Oslo: Bedriftsøkonomens forlag, 1994.

Qvigstad, Jan Fredrik og Øistein Røiseland (red): *Perspektiv på pengepolitikken*,  
Gyldendal Akademisk

**SØ325 APPLIED MICROECONOMICS**

|           |                |
|-----------|----------------|
| Credits   | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

**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, as in an oligopoly.

**Tuition**

Lectures and group work

**Evaluation**

Individual, written examination

**Contents**

Game theory  
Price competition  
Strategic behaviour  
Price setting

**Syllabus literature**

Sørgård,Lars: *Konkurransestrategi*, Ad Notam, latest edition

## **SØ340 SPORTS ECONOMICS**

|           |                |
|-----------|----------------|
| Credits:  | 6 ECTS credits |
| Semester: | 1 semester     |
|           | Autumn 2003    |

### **Objective:**

The purpose of this course is to give the students an insight of economic impacts related to sport and sporting activities.

### **Tuition:**

Lectures

### **Evaluation:**

Individual written examination of 4 hours

### **Contents:**

Socio-economic impacts from sporting activities

The economic of sport and tourism

Economic impacts from sporting events – with special attention on the perspective of the host region

The economic of sport and media

Sport and the public sector – a socio-economic perspective

### **Literature:**

Articles