

MBA 2009

BI NORWEGIAN SCHOOL
OF MANAGEMENT



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Layout: Elise Marthinsen, Graphics Department, BI Norwegian School of Management
Pictures: Damir Cvetojevic, Kai Myhre, Aleksander Hagstadius
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«WELCOME TO THE MBA THAT TAKES CHINA SERIOUSLY»

LETTER FROM THE DEAN

The need for updated and future-oriented business education has never been more important than in today's world of constant change and globalisation.

At BI Norwegian School of Management we are aware of this need and have acted accordingly. The general management curriculum of our MBA programme covers the most important global issues of the 21st Century; the growing importance of the “emerging economies”, China in particular, and their impact on the world economy. In this respect, BI Norwegian School of Management can look back on more than 10 years of experience in offering programmes in China in close cooperation with one of China's leading business schools, the School of Management at Fudan University, Shanghai.

We believe that by enriching our general MBA programme with focus on emerging economies, the MBA participants will be better prepared to understand and respond to the inevitable impact these economies have on the way globalised business is conducted. At the same time, we have been careful to maintain the strengths of our MBA programme: the focus on Strategic Leadership and the Consultancy Project. The latter is a vital part of the programme that provides the participants with an opportunity to apply what they have learned into a real-life consultancy project.

The MBA programme at BI Norwegian School of Management is a rigorous full-time post-experience programme. We are looking for outstanding international candidates with diverse backgrounds and relevant managerial experience. We believe that the diversity among the participants enriches everyone in the programme.

We also believe in strong interaction between the participants and the faculty which is why we limit the class to a maximum of 35 participants. This also facilitates effective group work and team dynamics, both within and outside the classroom.

On behalf of BI Norwegian School of Management, I welcome you to a challenging and rewarding year of study.

Pål E. Korsvold
Professor of Financial Economics
Dean MBA programme

A LEADING ACADEMIC ENVIRONMENT

BI Norwegian School of Management is an internationally recognised and accredited private institution located in Oslo, the capital of Norway. BI has one of Europe's largest and most productive academic environments in the area of business economics and administration, marketing and management.

With 9,000 full-time and 9,500 part-time students, BI is among the largest business schools in Europe.

BI is the choice for people who want a wide scope, accessibility and flexibility, as well as depth, specialisation and an international perspective.

RESEARCH ORIENTED

BI received EQUIS accreditation from the European Foundation for Management Development in 1999 and was reaccredited in 2005. "Research is a key strength to this school, even when measured against other top European business schools", concluded the report published by the EQUIS evaluation committee.

Measured in academic publications, BI's academic focus is on areas that form the core of European business schools, in particular the fields of strategy, marketing and finance. In addition to these core areas, BI has fostered excellent research in fields that promote academic breadth, such as economics, political science, business history, business law, business ethics and communication.

A WIDE RANGE OF EDUCATIONAL PROGRAMMES

Excellent research at BI goes hand in hand with a wide range of educational opportunities. Today BI offers seventeen different bachelor's degree programmes, eight different master's degree programmes and five doctoral programmes. BI also offers various part-time, executive education programmes for adults at the bachelor and master levels, including MBA and Executive MBA programmes.

The school offers a full range of programmes taught in English: Bachelor of Business Administration, Master of Science, PhD, MBA and Executive MBA programmes.

BI QUICK FACTS

- Located in Oslo
- 18,250 students
- Permanent academic staff: 329
- Part-time academic staff: 630
- Administrative staff: 363
- Building size 95,200m², 8 floors
- 22 Auditoriums
- 24 Classrooms

STATE-OF-THE-ART LEARNING AND TEACHING FACILITIES

BI is a future-oriented business school. This does not only show in the research and teaching carried out but also in its commitment to continually update and improve teaching facilities. In August 2005, the school opened its new main campus in Oslo, centrally located in an emerging and pulsating business area of the city. This campus is home to more than 7,000 under-graduate and post-graduate students and offers excellent facilities for both students and faculty. All international programmes are taught here. Students can work and study in an environment of innovating Scandinavian design, which encourages interaction through open spaces, squares and more reserved areas that are perfect for group work. Bachelor, Master and Executive students have their own areas near their respective auditoriums and classrooms.

LIBRARY

BI's library supports and facilitates research, teaching and learning. It gives employees and students access to quality information resources and user adapted services. The Library covers 6,500 square meters and is designed to inspire learning and reflection. The study areas are adapted to both new and traditional teaching methods. The premises with more than 1,500 seats facilitate group work, use of laptop and desktop pc's, reading, training, advising and relaxing.

The library is located on the top two floors and offers a magnificent view of Oslo and the Oslo fjord. The Library provides students and faculty with everything they need in order to perform well: excellent library services, counselling, IT services, group rooms, pc workstations etc. Students have access to the most innovative books in the business sector and a collection of the most reliable journals worldwide are available either on paper or electronically. MBA participants can look forward to utilising the exclusive executive area.





FORMAT, CONTENT AND STRUCTURE

The MBA programme is based on lectures, cases, class discussions, teamwork and individual presentations. Because of the emphasis on team dynamics, a great deal of importance is placed on the case method of teaching. Teams of four to six participants analyse the case situation and develop possible courses of action. There is no such thing as a typical day on the MBA Programme. Each day is exciting, with new challenges to explore in an intensive pace.

CONTENT AND STRUCTURE

The programme lasts 11 months and is divided into four terms. The focus on emerging economies is conveyed through a one month long study period at Fudan University, Shanghai.

The strategic leadership orientation of the programme is conveyed through courses in leadership, strategy and corporate finance. Leadership focuses on the perspective of the individual manager, Strategy considers general management from the perspective of the organisation as a goal-oriented enterprise and Corporate Finance focuses on the critical elements involved in strategic financial decisions.

Another special feature of the BI MBA is the strong focus on ethics, values and integrity in management.

EVALUATION PROCESS

Students will be evaluated throughout the programme on their participation, presentations, group and individual assignments; these combined will decide the student's final grade. There is a strong emphasis on team work within the programme.

CORE COURSES

The core courses transcend the traditional distinction between the "hard" and "soft" aspects of management and provide an integrating framework for the entire programme. This culminates in the consultancy project in the last half of the programme where teams carry out hands-on consulting to corporate management in industry.

STRATEGIC LEADERSHIP

At the heart of the BI MBA programme is a core course sequence entitled Strategic Leadership. This course sequence will be taught by a number of BI senior faculty, and is designed to cover the broad range of issues relating to the participants' ability to define and solve management problems through an understanding of the dynamics of human behaviour in organisations. The core course sequence taught throughout the entire programme consists of various sub-courses. Topics range from tools and techniques for strategic analyses, leadership and strategic change, ethics, values and integrity in management, value based decision making in



organisations, organisations and organisational design, and the understanding and implementation of strategic processes.

Leadership focuses on the role of the individual in the organisation, while strategy focuses on the firm as a goal-directed enterprise. The relationship between the organisation (the firm) and the environment (including, but not limited to, the market/industry), combined with the manager's/leader's ability to steer the organisation in the direction of the goals, is of great importance. Throughout the entire course sequence, there will be a strong focus on strengthening the participants' ability to recognise, reflect and respond to ethical management challenges. Many aspects of business ethics in terms of practical management in organisations will be discussed, with a focus on what managers can do to actively sustain moral values and integrity in their own organisations. The participants' ability to analyse problems and make good decisions when goals are in conflict will also be strengthened.

The Strategic Leadership style emphasised by the BI MBA-programme is strongly rooted in the Scandinavian leadership tradition, with a strong emphasis on how to create competitiveness in knowledge intensive contexts. Competitiveness is discussed both from the traditional capitalist perspective of maximising profits for the owners and in the broader perspective of creating value for society at large. This core course sequence will develop your knowledge about how to set and achieve the long-term objectives of your organisation.

Closely interconnected with the Strategic Leadership course is the Consultancy Project, where your knowledge from all the different courses as well as your previous experience will be applied to a real business client problem. The Consultancy Project plays an important role in the latter half of the programme, and is referred to by a number of our alumni as the "peak learning experience" of the BI MBA programme.

MBA PROGRAMME QUICK FACTS

Distinguishing features:	General Management with focus on strategic leadership, corporate finance and emerging economies
Learning environment:	BI Norwegian School of Management, Norway and one month study at Fudan University, Shanghai, China
Integrating projects:	Consultancy Project, Study period at Fudan University, China
Length of the programme:	One-year full-time programme
Programme structure:	Group work, group processes, cases and active class participation
Features:	International focus with participants from different nationalities
Start date:	End of August
Application deadline:	Rolling admission
Tuition fee:	NOK 240,000 (approx. Euro 29.000 and USD 41.000 <small>[Exchange rate September 2008]</small>)
Admission requirements:	A university degree or an equivalent professional qualification, 3 years or more relevant work experience, fluent English skills

AN EXAMPLE OF THE ACADEMIC CURRICULUM:

MODULE 1	MODULE 2 SHANGHAI	MODULE 3	MODULE 4
<ul style="list-style-type: none"> • The Strategic Context • Applied Microeconomics • Management Accounting • Management of IT • Marketing Management • Ethics, Values and Integrity in Management 	<ul style="list-style-type: none"> • Corporate Finance 1 (cont) • Innovation and Entrepreneurship in China • Chinese Political Economy • Doing Business in China 	<ul style="list-style-type: none"> • Value Based Decision Making • Organisational Design and Change • Corporate Finance 2 • Customer Relationship Management • Elective 1 • Consultancy Project 	<ul style="list-style-type: none"> • Leadership and Strategic Change • International Macroeconomics • Elective 2* • Elective 3* • Consultancy Project
<p>Academic curriculum is subject to change</p>			<p>*Exchange possibility at Mannheim Business School</p>

CORPORATE FINANCE

General management is based on an understanding that uncertainty and lack of information are critical elements in financial decisions. Specific topics in these courses include functions of the capital market, capital budgeting, investment decisions, long financing, modern financial instruments, capital structure and dividend policy-term. Typically these decisions are strategic in nature, since they are frequently costly to reverse, and have significant long term and risk consequences.

EXAMPLES OF OTHER CORE COURSES ARE:

- Applied Microeconomics
- Management Accounting
- Management of IT
- Marketing Management
- International Macroeconomics
- CRM Customer Relationship Management

ELECTIVE COURSES

Although the programme is not designed to produce management specialists, it provides the opportunity to explore more in-depth, special interests through electives.

Participants are required to take three electives. The electives vary from year to year depending on the availability of faculty, technological development and changing market requirements.

EARLIER ELECTIVE COURSES HAVE INCLUDED:

- Entrepreneurship
- International Marketing
- Electronic Strategic Business Development
- Business Logistics
- Multinational Financial Management
- Topics in Advanced Strategy
- Creativity in Business
- International Negotiations
- Consulting



THE BI MBA: DISTINGUISHING FEATURES



The MBA at BI Norwegian School of Management is a generalist programme that provides professionals with the education they will need in challenging and demanding positions as general managers.

The BI MBA programme encourages leaders to accept responsibility, to act autonomously and to promote this behaviour in others. The programme reflects the Scandinavian leadership style and promotes the concept of team dynamics. Participants are exposed to real business life through the Consultancy Project, where they provide consultancy for a company's top management.

BI COOPERATION WITH FUDAN UNIVERSITY, CHINA

The distinctive feature of the BI MBA is its special emphasis on strategic leadership and emerging economies, in particular China. This reflects the school's strong research performance into all aspect of strategic leadership and the fact that BI Norwegian School of Management has a long-standing tradition of working in China. BI was the first foreign business school allowed to award its own degrees in China through its joint master programme with Fudan University, Shanghai in 1995.



MBA Company visit to Baosteel, Shanghai

EMERGING ECONOMIES (CHINA)

Fast-growing so-called "emerging economies" have a significant impact on the world economy. This is particularly true in the case of China. Its contribution to the global GDP since 2000 has been almost twice as large as that of the next three biggest emerging economies (India, Brazil and Russia) combined. Directly or indirectly the Chinese economy has influenced interest rates, prices for raw materials and wages in the western established economies. The low prices of consumer goods produced in China have directly led to low inflation.

Working with Chinese enterprises has become a reality for a majority of managers in the Western world. With its high growth rate, the presence and impact of the Chinese economy will only become larger.

ONE MONTH STUDY PERIOD AT FUDAN UNIVERSITY, SHANGHAI

BI Norwegian School of Management has been working in China since 1995 and has a close relationship with one of the top universities in the country, Fudan University, Shanghai. BI is thus in a unique position to give its MBA programme an extra dimension. The focus on emerging countries will give the MBA participants an understanding of the political, economic and cultural dimensions of emerging economies. During the study period at Fudan University in Shanghai, participants will get an inside view of the largest emerging economy of all, China.



PARTICIPANT: TERJE NOEVIG
NATIONALITY: GERMAN
PROGRAMME: MBA 2007
EMPLOYMENT: OSRAM, MUNICH

«The most outstanding feature of the programme is the study tour to China and the consultancy project. In China, working life can be experienced “hands on” as well as the overall economic environment in an emerging economy. The consultancy project offers an invaluable and unique opportunity to combine many aspects of the MBA programme such as theory, professional experience and team work in a practical environment.»

SCANDINAVIAN LEADERSHIP STYLE

Few economies are so open, affluent and technology intensive as the Norwegian economy. Norwegian companies are leading in such diverse fields as energy, shipping and telecommunication. Scandinavia is perhaps the closest you can come to a post-industrial knowledge economy and Scandinavian companies are innovators of participatory management techniques and network forms of organisations. This results in management challenges that need a relevant model, revolving around talent, short communication lines, partnering and change. BI Norwegian School of Management has made this model an intrinsic part of its full-time MBA programme.

STRATEGIC LEADERSHIP

Leadership and strategy form the integrating elements and central thrust of the MBA programme at BI Norwegian School of Management. They provide two distinct, but interrelated perspectives on the functions and effective functioning of the general manager. While leadership focuses on general management in terms of the individual leader, strategy considers management from the perspective of the firm as a goal-oriented enterprise.

CONSULTANCY PROJECT

The Consultancy Project is a key element and highlight of the MBA programme. It provides a truly integrative general management learning experience. This is a project where all of the various threads of the MBA programme come together, and where a new dimension is added to the interaction between the participants and the MBA faculty, in addition to the client or company relationship.

The teams with the MBA participants take on the role as advisors to a company's top management on an issue of strategic importance to the company. Each MBA Consultancy Project team consists of 4 – 6 participants and a faculty advisor. Although a learning experience, the objective is to deliver real value to the company through direct, articulate and actionable decision inputs.

EXCHANGE PROGRAMME WITH MANNHEIM BUSINESS SCHOOL

BI Norwegian School of Management has recently established an MBA exchange programme with Mannheim Business School, Germany. Mannheim is highly reputed and is ranked among the three best schools in Germany. Mannheim's students can participate in module 1 at BI and module 2 at Fudan University Shanghai, China. BI's students can participate in an elective course at Mannheim during Module 4.



Mannheim Business School

STUDY PERIOD AT FUDAN UNIVERSITY, SHANGHAI

The School of Management of Fudan University Shanghai will be the host during the month-long study period in China. Courses will be taught by the faculty of the School and will focus on various aspects of the Chinese economy. During last year's study period courses were offered on "Doing Business in China", "Strategic Marketing in China", "Supply Chain Management in China" and "Chinese Political Economy".

Visits to international and Chinese companies are an integrated part during the stay. This study period will follow the pace of China's booming financial centre, Shanghai, and will result in a hectic but rewarding time.

FUDAN UNIVERSITY, SHANGHAI

Fudan University was founded in 1905 and is one of the leading universities in China with a long history and an international reputation for academic excellence. Fudan is currently focused on a "three-year action scheme" in order to build it into a high-level research-oriented university, with a comprehensive range of academic disciplines that will continue to characterise Fudan as one of the most influential universities in the world.

Fudan University was the first institution of higher learning in China to have a department of business administration, and it was again the first in the country to resume its management programme with the reform and open-door policy. Its Department of Management Science was established in 1979, and eventually evolved into the School of Management in 1985.

LONG-TERM COOPERATION BETWEEN BI AND FUDAN UNIVERSITY, SHANGHAI

The School actively expanded international exchange and collaboration with many prestigious universities throughout the world. It was through the joint Master in Change Management with Fudan University in 1995 that BI was allowed to award its own degrees in China, the first foreign business school given this honour.

Fudan University currently runs IMBA programmes in cooperation with the Sloan School of Management at MIT, Faculty of Business and Economics at the University of Hong Kong and BI Norwegian School of Management. It also runs an EMBA programme with Olin School of Business at Washington University in St. Louis.



CONSULTANCY PROJECT

The BI Norwegian School of Management MBA programme is designed to provide professionals a general management education with a strong dual emphasis on leadership and strategy. The Consultancy Project is a key element and highlight in the learning process.

A team of MBA participants assume the roles of advisors to the company's management on an issue of major importance to the company.

EXAMPLES OF ISSUES ADDRESSED BY PREVIOUS PROJECTS ARE:

- Strategies for entry into a new international market
- Evaluation of a business unit's R&D development
- Product market strategy for a business unit
- New approaches to supplier relationships
- Evaluation of a business unit's competitive position
- Organisation for horizontal, corporate strategies.

SHARED BENEFITS

The Consultancy Project produces shared benefits for all involved.

- The MBA participants are provided with a unique opportunity to apply and master the tools, concepts, skills and perspectives developed in the programme.
- The client company obtains valuable perspectives and practical recommendations on an issue of major importance.
- Links between the school and the business community are strengthened.



STUDENT PROSPECTIVE PARTICIPANT:

WHEE JIM YEO
SINGAPORIAN
MBA 2007
EMPLOYMENT:
MICA, SINGAPORE

«The consultancy project that my team did for Conpart AS – a Norwegian

nanotechnology company specialising in producing micro-particles – saw us working closely with the company to formulate strategies to chart the next phase of its growth. We had to apply the knowledge and skills gained from the programme, from areas such as strategy formulation, corporate governance, finance and marketing. Not only was our proposed business plan used as the document to frame Conpart's subsequent board meeting, we were assured in writing that it would be used as a dynamic document to chart Conpart's future growth. Talk about customer satisfaction!»

COMPANIES INVOLVED IN THE PAST YEARS

- APL (1997)
- AMIGO (1999, 2002)
- APO kjeden AS (2002)
- Boxer (2001)
- Braathens (2000)
- Bryns Zacco AS (2002)
- Cargoscan (1998)
- Caretaker (1999)
- Catch Communications AS (2002)
- Conpart (2007)
- DNV Industry (1994, 2006)
- EAB Tele (1998)
- ElSafe (2007)
- Ergo Group (2006)
- Ericsson (1998)
- Fast (2006)
- Gate Gourmet (2002)
- Gardermoen (2002)
- Indexdata (1998)
- in2win (2000)
- Kunnskapsforlaget (1996)
- Kværner Shipbuilding (1996)
- Kværner Oilfield Products as (2000)
- NetConnect (2005, 2007)
- Norchip (2001)
- Norsemeter (1997)
- Norsk Hydro (1994, 1999)
- Norske Meierier (1994)
- Norwegian Contractors (1993)
- Norwegian Gas Carriers (1993)
- NRK (1995)
- Nycomed Amersham Imaging (1998)
- Nycomed Amersham Pharma (1998)
- Nutreco (1999)
- Skretting/Nutreco (2000)
- Optimera (2006)
- Oslo Harbour Authorities (1993)
- Pay&Brinck Motor (2001)
- PGS (1996)
- QuestBack (2001)
- Redd Barna (2006)
- Rikshospitalet (1994, 1995)
- Schibstedsgruppen (1996, 2001)
- SINTEF (2002)
- Statoil (1994, 1995)
- Steensland (2001)
- Tandberg Data (1998)
- Taskon (1997)
- Telenor (1993, 1995, 1996, 1999, 2000)
- Tel-Tek (1995)
- TV2 (1994)
- Uni Storebrand (1994)
- Veidekke (1994)
- Verdipapirsentralen (1995)
- Volvat Medical Services (1997)
- Windcast (2000)
- Zalaris (2001)

«On behalf of the management team at Conpart, I would like to express our satisfaction cooperating with the MBA-students this spring.

We are especially impressed of how the students have used the analytical tools in a Conpart setting, the chosen approach and structure, and their reflections. The content of the new business plan is an excellent tool for our further development of the company.

We are also impressed in how the students have achieved an in depth understanding of Conpart's business, its technology, the market situation, possibilities, threats and the business environment as such. They have balanced a pro-active attitude with carefulness and good planning. We are very satisfied with their approach, their behaviour and the work they have done.»

TOM OVE GRØNLUND
CEO/PRESIDENT CONPART

INSIDE THE BI MBA

Participants of the BI MBA programme are carefully selected. They have diverse educational and professional backgrounds. They have diverse educational and professional backgrounds and participants are selected on the basis of their motivation and potential.



TEAM DYNAMICS

The MBA Programme at BI Norwegian School of Management not only provides the knowledge-based understanding of teamwork, but also gives participants an intensive experience in working in diverse teams, encouraging co-operation rather than competition. In the beginning of the year, participants are assigned to teams that are mixed with respect to age, gender, background, experience and nationality. The diversity within the teams contributes to the learning process. Key leadership skills such as “advocacy and inquiry”, “planning”, “inclusion” and “conflict resolution” are added values in this respect and the students will discover today's management environment through these diverse teams.



**PÅL VAMNES
NORWEGIAN**

MBA 2008

**EMPLOYMENT:
SENIOR TENDER
MANAGER
HENT AS**

BI MBA CLASS OF 2008

Participants:	22
Nationalities:	7
Average age:	32
Age range:	24 – 41
Average years of work experience:	7 ¹ / ₂

EDUCATION:

Engineering/Scientific:	64%
Business/Economics:	22%
Humanities and other:	14%

The BI MBA programme provided great insights into various academic fields, complementing my technical background. The class consisted of a diverse group of very talented individuals, creating a highly motivating atmosphere. The programme offered a fine-tuned balance between theoretical knowledge and practical insights, and drawing on the experience of my classmates, I significantly broadened my knowledgebase. After completing the programme, I am continuing my professional career with enhanced abilities and self confidence.

CLASS-SIZE AND TEACHING STYLES

The programme is limited to 35 participants. This small class size and accessible teaching staff ensures a unique and personalised learning experience. The programme has a typical “short power distance” philosophy with ample opportunities for interaction with faculty, fellow students and alumni. Many classes take the form of interactive seminars, and case study discussions are used extensively. Faculty act as facilitators rather than instructors and draw on the wide experience of students. BI’s MBA combines a thorough approach to learning with a top-notch academic education in addition to the participants’ own knowledge and expertise.

COMMITMENT

The MBA programme has been conceived and structured on a strict learning process and allows the participants to exchange knowledge and information. Attendance is mandatory for all courses, the one-month study period in China and for the consultancy project Experience has demonstrated that the MBA programme requires a solid commitment from the participants and their families



ANNA HALLBERG
SWEDISH

MBA 2008

EMPLOYMENT:
DENTIST

BI Norwegian School of Management has provided me with a world class MBA programme, which allowed me to take part in a very international environment while going back to my Scandinavian roots. I gained a toolkit filled with all kinds of management techniques needed to change my career and head for a management position in the healthcare sector. I enjoyed the small class sizes, the close collaboration with excellent professors and my classmates’ broad and diverse working experience. In combination with the case-based teaching style focusing on participation, group discussions and hands-on work enabled me to gain broad knowledge about business and leadership within one year. For me the BI MBA was a challenging investment with sky-scraping returns!



SAMUEL BOAMA
GHANAIAN

MBA 2008

EMPLOYMENT:
FINANCIAL
CONTROLLER, REC
SOLAR AS

The MBA programme at the BI Norwegian School of Management is a rewarding and life-changing experience but one needs to prioritise his or her time. The structure of the programme is based on intense interactive study groups, case-based teaching style which focused on complex business issues. The classroom discussions and the consultancy project helped me to gain real life management skills and provide me with confidence. The diverse backgrounds of the students enabled me to learn from my colleagues as well as create global networks at the same time.

Moreover, I was enthusiastic about the profile and flexibility of the faculty. The one month study period at the Fudan University in Shanghai and the excellent facilities at BI were added benefits.

BI NORWEGIAN SCHOOL OF MANAGEMENT FACULTY

With 350 full-time faculty members of which more than 50 hold a full professorship, BI hosts Norway's and Europe's largest and most productive academic environments in the area of business economics and administration, marketing and management.



RANDI LUNNAN, DR. OECON
Professor

SHORT BIOGRAPHY

Randi Lunnan is a Professor at the BI Norwegian School of Management, and has been a faculty member since 1999. She holds a Doctor Oecon degree from the Norwegian School of Economics and Business Administration, including a research stay at Harvard Business School. She has been an Associate Dean for the MSc

in Strategy programme and MBA programme with Fudan School of Management, Shanghai.

RESEARCH AREAS

International management, particularly in the organisation and management of global activities and strategic alliances, focusing on their development over time

TEACHING AREAS

Strategy and International management, mostly at the MSc, MBA and Ph.D level, in Norway and China.



HANNO ROBERTS, PhD
Professor

SHORT BIOGRAPHY

Hanno Roberts is a professor in Management Accounting at BI Norwegian School of Management. He holds a PhD from the University of Maastricht, Netherlands and an MBA from Rotterdam School of Management, Netherlands. Roberts has been a visiting Professor at Graduate School of Management (HHL), Leipzig, Germany and at the University of the Pacific, Lima, Peru, at DEUSTO-ESTE Business School, campus San

Sebastian, Spain, at the Institute for Executive Development (IEDE), Madrid, Spain, at Groupe HEC, Paris, France, at the University of Vaasa, Finland, at the Norwegian School of Economics and Business Administration (NHH), Bergen, Norway, at Instituto de Empresa, Madrid, Spain and at the University Carlos III, Spain.

RESEARCH AREAS

Intellectual Capital, Knowledge Management and Value Creation, Local Information Systems.

TEACHING AREAS

Primarily Executive MBA and MBA programmes within Management Accounting, Management Control, Organisational Management and Control, and Management Control in Multinational Enterprises.



HEIDI VON WELTZIEN HØIVIK, PhD
Professor

SHORT BIOGRAPHY

Dr. Heidi von Weltzien Høivik, Professor of Business Ethics and Leadership, former Executive Vice-President and Dean of Faculty (Prorektor) of BI Norwegian School of Management. She is a Fellow of the Harvard Executive Programmes of the Institute of Education Management, and a Fellow of the Harvard Programme on International Negotiations. She has been a visiting

Professor at Tel Aviv International School of Management, Israel and at the Shanghai Academy of Social Sciences in China. She has been

President of the European Business Ethics Network (EBEN), an executive member of the Caux Round Table, of Transparency International Norway and of the International Society for Business, Ethics and Economics (ISBEE). She has served on the editorial board of the Journal of Business Ethics as well as Business Ethics - European Review, the Journal for Business Ethics Education and a reviewer for the Journal of Business Ethics. She has been awarded an Honorary Doctor Degree by the Estonian Business School for her outstanding work in promoting the field of business ethics teaching and research in Europe.

RESEARCH/TEACHING AREAS

Her current research interests are Managing values in organisations, strategy and business ethics, integrating ethics into organisational processes, and the development of ethical competency.



ESPEN ANDERSEN, DBA
Associate Professor

SHORT BIOGRAPHY

Espen Andersen is Associate Professor with the Department of Strategy and Logistics at BI Norwegian School of Management and a Research Affiliate and European Research Director with The Concours Group (an international IT and management research and consulting organisation). Based in Oslo, Norway, he has done research on topics such

as technology strategy, mobile business, electronic commerce, knowledge management, learning technologies, digital business strategy and CIO-CEO interaction.

Andersen holds a degree of Doctor of Business Administration in Management Information Systems from Harvard Business School. He has consulted on IS and strategy issues for a wide range of large organisations in the United States and Europe, and is a frequent speaker on technology and strategic management topics.

RESEARCH/TEACHING AREAS

Technology, Strategy, Management



LAURA TRAAVIK, PhD
Associate Professor

SHORT BIOGRAPHY

Laura E.M. Traavik is Associate Professor with the Department of Leadership and Organisational Management. Based in Oslo, Norway, Laura has done research on groups and negotiation, international management and gender and diversity in organisations. Traavik holds a Doctor Oecon from the Norwegian School of Economics and

Business Administration, Norway and a Bachelor of Arts in Psychology from the University of British Columbia, Canada. Traavik has taught at the London School of Economics and Political Science and is a frequent in negotiations, culture, and diversity in organisations.

RESEARCH AREAS

Negotiation, culture and diversity management.

TEACHING AREAS

Negotiation, international management, diversity management and economic psychology



ØYSTEIN FJELDSTAD, PhD
Professor and Telenor Chair of International Strategy Management

SHORT BIOGRAPHY

Øystein D. Fjeldstad holds a Ph.D. in Business Administration, a Master of Science in Information Systems from the University of Arizona, and a Bachelor in Business and Economics (Siviløkonom) from the Norwegian School of Economics and Business Administration (NHH). Professor Fjeldstad

has been a Visiting Scholar at Haas School of Business, University of California, Berkeley. He is a former consultant and manager with Andersen Consulting (Accenture).

RESEARCH/TEACHING AREAS

His work is on value creation, competition and cooperation in knowledge and network industry firms. He has published research and practitioner oriented articles in leading international journals and has been a frequent speaker on his research topic to international managerial and executive audiences. His models are included in several recent international textbooks on strategic management, innovation, education and technology management, and are used by a number of leading global firms.



TOR WALLIN ANDREASSEN, PhD
Professor

SHORT BIOGRAPHY

Tor W. Andreassen holds a Doctor of Economics from Stockholm University, School of Business. Dr. Andreassen has been a visiting Professor at; Owen Graduate School of Management, Vanderbilt University, USA, University of Maastricht, The Netherlands, Robert H. Smith School Business and University of Maryland, USA.

He has received pedagogical education and training from Vanderbilt University and Harvard Business School. Dr. Andreassen has won numerous research awards and sits on the review board of some of the leading academic journals. In addition to writing seven books he has also been consulting with some of the larger Scandinavian companies.

RESEARCH/TEACHING AREAS

Tor W. Andreassen's research interests are Frontline Employees' Contributions to value equity, Customer (Dis)satisfaction, Technology and Services, Branding Service Organisations and Customer Relationship Management and its financial implications.



MARK KRIGER, DBA
Professor

SHORT BIOGRAPHY

Mark Kriger is Professor of Strategic Management at BI Norwegian School of Management in Oslo, Norway. He has a Doctorate in Business Administration from Harvard University as well as Master's degrees in Computer Science and Philosophy from the University of California at Berkeley and Massachusetts Institute of Technology respectively.

RESEARCH AREAS

His consulting and research interests are in the areas of executive leadership, strategy implementation processes, knowledge transfer in transnational firms and the creation of value, especially in technology intensive companies.

TEACHING AREAS

Mark Kriger teaches courses in Strategic Management, Executive Leadership and Change and Strategic Process in the Doctoral, MBA, Executive MBA, Master of Science and Master of Management programmes. He is the author of numerous published articles in the areas of strategy process, executive leadership and international business management.



ERIK OLSON, PhD
Associate Professor

SHORT BIOGRAPHY

Erik Olson is Associate Professor of Marketing at the Norwegian School of Management. He has an MBA from Indiana University and a PhD from Case Western Reserve University. He has been visiting professor at Melbourne Business School and University of Southern Europe.

RESEARCH AREAS AND TEACHING AREAS:

Research interests are consumer decision-making and responsiveness to marketing communications, branding, product innovation and green marketing initiatives. Teaching specialities include consumer behaviour, product management and innovation, and branding.

MBA ALUMNI

A LIFELONG INTERNATIONAL NETWORK

BI's MBA alumni represent a wealth of experience and cultural backgrounds. Having realised the potential in such a network, the school is committed to supporting and developing it.

The MBA Alumni are employed in every sector of the economy and are located in many countries throughout the world. We believe that talking to an alumnus will provide you with valuable insights into the MBA Programme. If you wish to contact an alumnus or a current student whose nationality or background is comparable to your own, please feel free to contact the MBA administration for details.

ACTIVE ALUMNI SOCIETY

In addition to activities organised by the school, the MBA alumnus have their own Alumni Society. This is open to all graduates of the full-time and part-time MBA Programmes. Its main aim is to promote and develop an international network of business contacts, by bringing together current students and alumni, as well as faculty and the business community. This may be by using the intranet web-site www.bi.no/alumni, by e-mail newsletters or by using the BI Alumni service to reach former fellow students.

ALUMNI EVENTS

The MBA does not end with the Graduation at BI; the MBA Alumni society arranges several seminars throughout the year including a general meeting, as well as various social events. The social events are fun but comprise a generous proportion of networking. They consist of a wine tasting event and a Winter Ball, usually each November. Alumni members receive priority invitations to visiting speakers' lectures and seminars organised through the BI system. They also work closely with the MBA administration at BI.

ALUMNI ASSISTANCE

The MBA Alumni Society is available for discussions and advice for current and future students and they are a voice that is listened to when decisions are made within BI.

You can meet some of the alumni at www.bi.no/mba



MORE JOB SATISFACTION WITH AN MBA

An MBA programme gives a dramatic improvement in job satisfaction, according to a recent job market survey carried out by BI Norwegian School of Management.

The survey also shows that most people move on to another job, many within the same company, within three years after having taken the degree. The survey shows an impressive job satisfaction amongst MBA graduates, an improvement compared to their situation before they started the programme.

MANY SWITCH JOB

Many full-time MBA graduates move on to a new job after taking their degree. 90% say that they now have a new job title, while 72% say that they do not work for the same employer as before they started at BI. After three years, 87% of MBA graduates have changed job, but 60% are still with the same company.



Adriana Jansen, Head of the Career Advisory Service at BI

CAREER ADVISORY SERVICE

ADRIANA JANSEN
HEAD OF THE CAREER ADVISORY SERVICE

«It is of course true that graduates have a clear career-related goal in mind when participating in such a demanding programme. In many ways, an MBA acts as a boost, lifting a person's career up to a new level. At the same time, there is no doubt that the experience you have prior to an MBA is also important in determining which doors will open afterwards,» says Adriana Jansen, Head of the Career Advisory Service at BI.

«It is clear that you give your career a boost by taking an MBA. Graduates are given more exciting assignments and most are promoted to a higher position, » says Jansen. She says that the programme is an experience-based management programme and that it is therefore natural that graduates are recruited to consultancy and managerial positions.»



NATALIA PAVLENKOVA
RUSSIAN
EMPLOYMENT: MARKETING COMMUNICATIONS MANAGER
TANDBERG, OSLO

Two months before I finished the MBA programme, I had a signed job contract with a large international telecommunication company, TANDBERG, that has headquarters in Oslo and New York. In my position I have the responsibility for marketing communications in seven countries. Every day I apply tools and knowledge gained during my MBA courses. I am happy in my new role and very grateful to BI for opening a door for me to the world of international business.

BEYOND THE MBA PROGRAMME



HOUSING

Part of the new BI Norwegian School of Management campus is a housing complex where international students form an important part of the population. The rooms are within short walking distance of the main teaching and student facilities, as well as the metro to the centre of Oslo. International students are guaranteed a room in this new housing facility, or in one of the others of which BI can avail itself. You will receive a housing form upon acceptance of your student contract.

SPORT

A 2500 square-meter fitness centre is an integrated part of the new building and available to students at discount rates. In addition students have access to gymnasia and other excellent sports facilities near the new campus.

LEISURE AND CULTURE

The “Students’ House” run by the student union, is located directly across the river from the new campus and will certainly satisfy the students who need after-study rest and relaxation. There you will find several bars, a concert hall and a cafe with an outdoor area along the Aker River, which make it a perfect meeting place for students and faculty.

HEALTH AND WELFARE

Students have access to a healthcare centre on campus with general practitioners and other health personnel and social workers. Students may consult with doctors, a psychologist, psychiatrist or a social worker free of charge. In addition there’s a career advice centre, student cabins and a day-care centre for children.

BI'S CAREERS SERVICE

BI Norwegian School of Management’s Careers Service forms the link between students and the business sector. It helps students become better job seekers and assists industry in making contact with students.

JOB DATABASE

BI’s graduates have access to a wide variety of interesting posts, both in Norway and abroad. The Careers Service has built up a job database which is being increasingly utilised by the business sector. During the 2006–2007 academic year, more than 1200 full time and part time posts were filled with the assistance of this database.

NORWAY AND OSLO

Friendly, down-to-earth people, unique scenery, summer nights bright as day and delightful snowy winters make Norway a very special country. Norway is one of the five Nordic nations, which lie within the northern stretches of the European continent. It is a very safe country to live in. Its crime rate is among the lowest in the world and its environment and air are known to be one of the cleanest. In fact, in 2005 Norway was distinguished by the United Nations as the best country in the world to live in for the fourth consecutive year!

STRONG ECONOMY

Norway is one of the world's richest countries in per capita terms. It has an important stake in promoting a liberal environment for foreign trade. Its large shipping fleet is one of the most modern among maritime nations. Metals, pulp and paper products, chemicals, shipbuilding, and fishing are the most significant traditional industries.

Norway's emergence as a major oil and gas producer in the mid-1970s transformed their economy. Large sums of investment capital poured into the offshore oil sector, leading to greater increases in Norwegian production costs and wages than in the rest of Western Europe. Unemployment remains currently low (2% – 3% range), and the prospects for economic growth are encouraging.

ENGLISH WIDELY SPOKEN

It's easy for a foreigner to feel at home in Norway. English is widely spoken and coping with day-to-day life in Norway doesn't require proficiency in Norwegian. There are just over 4.5 million Norwegians, most of them living in urban areas. Norwegians are in general friendly and open to strangers.

A VIBRANT CAPITAL

Oslo is Norway's capital and has a population of about half a million people. Oslo is an exciting city situated on the shore of the Oslo Fjord to the south and unspoiled natural woodlands to the north and east.

Few other capitals can offer such a variety of activities and scenery as Oslo. You can enjoy breakfast at the beach in the fresh sea air, lunch at a downtown cafe enjoying "life" in the city, and if you crave something familiar for dinner you can choose from several restaurants offering tastes from around the world. In the evening you may choose to throw yourself into a throbbing nightlife, or relax with friends around a bonfire in the woods overlooking the city. Oslo is big enough for all of this to happen, but small enough to do in a day!



OTHER POST-EXPERIENCE PROGRAMMES OFFERED AT BI



EXECUTIVE MBA IN SHIPPING, OFFSHORE AND FINANCE

The Executive MBA programme in Shipping, Offshore and Finance is a joint venture between the BI Norwegian School of Management in Oslo and Nanyang Technological University in Singapore. The programme has a global focus and consists of 6 two-week modules: 3 in Oslo and 3 in Singapore.

The programme is profession oriented and designed to give the participants a thorough understanding of the key drivers, management challenges and different strategies in the shipping and offshore industry. It combines the latest research and theory with a good practical exposure to cutting-edge and real-life challenges. Important subject areas of the programme are: the value chain in shipping and off shore, shipping strategies and innovation, financing and risk management and the further development of leadership skills in a global maritime industry. The target group of the programme are executives from companies within the global maritime business cluster.

QUICK FACTS

Campus:	BI Norwegian School of Management, Oslo, Nanyang Technological University, Singapore
Language of instruction:	English
Length of programme:	18 months, part time, module based
Tuition fee:	EUR 42,500
Application fee:	Euro 100
Start date:	January 2009
Application deadline:	Rolling admission
Admission requirements:	A bachelor degree or equivalent and significant work experience
Distinguishing Features:	The Value Chain in Shipping and Offshore, Developing Leadership Skills in a Global Maritime Industry, Financing and Risk Management and Shipping Strategies and Innovation
Learning Environment:	Small/Medium Class, Strong Interaction, Experience based.
Integrating Projects:	Consultancy project, 6 two-weeks segments in Oslo and Singapore
Further information:	www.bi.no/mba



EXECUTIVE MBA

BI's Executive MBA programme (EMBA) is a double degree programme organised together with the well-recognised European business school ESCP-EAP. It is designed to award participants with two degrees: one from BI and one from ESCP-EAP, thus opening up the worldwide network of not one, but two well-known and recognised institutions.

The EMBA is a part-time MBA programme compatible with a full-time job. It is designed for individuals with significant professional experience and managerial success, who may have a need for additional training in management and leadership skills. The participants can therefore continue in their job while being part of an exciting learning environment, without taking an extended leave of absence.

QUICK FACTS

Campus:	BI Norwegian School of Management, Oslo and ESCP-EAP campuses
Language of instruction:	English
Length of programme:	18 months part time, module based
Yearly intake:	30 participants from BI and 35-70 from ESCP-EAP
Tuition fee:	NOK 285,000, approx. EUR 34,300*
Application deadline:	Rolling admission
Start date:	January 2009
Admission requirements:	A bachelor degree or equivalent and a minimum of four years relevant work experience
Distinguishing Features:	General and International Management, Double Degree
Learning Environment:	Medium Class, Strong Interaction, Experience based
Integrating Projects:	Consultancy Project, 15 four day modules taught at BI Oslo Campus and ESCP-EAP campuses
Further information:	www.bi.no/emba

* Exchange rate September 2008



EXECUTIVE MASTER IN ENERGY MANAGEMENT

The part-time Executive Master in Energy Management programme is delivered in cooperation with ESCP-EAP and IFP School (Ecole du Petrole et des Moteurs) in Paris. Programme commences in September.

Through the programme you will attain a solid understanding of the technical aspects of energy economics and the strategic challenges of European and global energy markets in addition to the political and economic forces that shape international competition for energy. The programme consists of 4 two-week modules, which run over 12 months and 4 distance learning modules. The two-week modules will be taught in Oslo and Paris.



PART-TIME MBA IN CHINA

In close cooperation with Fudan University BI offers a unique part-time MBA programme in Shanghai. Fudan is one of China's top three universities and Fudan School of Management has a broad spectre of highly recognised international programmes. This MBA programme is designed to meet the needs of managers from companies operating in China that want to combine business education with a full-time position. Special emphasis is placed on strategies for companies in a world of change, competition, and globalisation. The programme is taught in English by the faculty from BI and Fudan School of Management. It consists of 15 modules and a project thesis. Every year this joint programme starts two classes in Shanghai, in the spring and in the autumn.

QUICK FACTS

Campus:	BI Norwegian School of Management, Oslo, Norway ESCP-EAP and IFP School campuses in Paris, France
Language of instruction:	English
Length of programme:	12 months part-time, module based
Yearly intake:	30 – 40 participants
Tuition fee:	EUR 20,000*
Application deadline:	Rolling admission
Start date:	September 2009
Admission requirements:	A bachelor degree or equivalent and significant work experience
Distinguishing Features:	Fundamentals in Energy Management, Energy Technologies, Industries and Markets, Energy Policies & Strategies, Managerial Issues
Energy Companies:	
Learning Environment:	Small/Medium Class, Strong Interaction, Experience based
Integrating Projects:	Consultancy Project, 4 two week modules in Oslo and Paris
Further information:	www.bi.no/master/energy

* Subject to change

QUICK FACTS

Campus:	Fudan University, Shanghai
Language of instruction:	English
Length of programme:	Two years part-time/module based
Tuition fee:	Approx. USD 15,800
Application deadline:	15th of November and 15th of April
Start date:	15th of December and 15th of May
Admission requirements:	A bachelor degree or equivalent, five years work experience and currently in a management position
Distinguishing Features:	Strategies for companies in a world of change, competition, and globalisation
Learning Environment:	Small/Medium Class, Strong Interaction, Experience based
Integrating Projects:	15 four days modules in Shanghai, Project Thesis
Further information:	www.bi.no/mba

PRACTICAL INFORMATION



TUITION FEE

The tuition fee for the full-time MBA Programme is NOK 240,000.* (EUR 29.000 and USD 41.000)**)

This amount covers:

- Tuition fee
- Computer and seminar/group room facilities
- Handouts
- Photocopying and printing

TOTAL EXPENSES IN NORWAY

	NOK	EUR	USD
Tuition Fee***	240,000	29.000	41.000
Living Expenses****	90,000	10.700	15.400
Total	330,000	39.700	56.400

* Tuition fee may be subject to change **Exchange rate September 2008

*** The tuition fee does not include travel and accommodation costs related to the study period in China. **** Living expenses include: housing, books and supplies, personal expenses, food and transportation. NB: May be subject to change.

SCHOLARSHIP

The MBA programme at BI Norwegian School of Management aims at attracting highly qualified candidates with a diverse educational, professional and cultural background. In order to achieve the desired student mix, we offer scholarships to qualified students with particularly suitable backgrounds. You may apply for a scholarship by attaching a separate scholarship application essay in addition to the MBA application.

ADMISSION REQUIREMENTS

- A university degree (bachelor) or an equivalent professional qualification
- Three or more years of relevant management experience
- An acceptable GMAT score
- Two letters of recommendation
- Motivation essay
- An interview

ADMISSION INTERVIEW

Qualified applicants are invited to the campus for an interview once all of their application material has been reviewed. Applicants who are unable to come to the school will be interviewed on the telephone.

APPLICATION

Candidates for the MBA at BI Norwegian School of Management should submit:

- A complete application form. Online application is available at www.bi.no/mba
- Official university/college transcripts: copies of transcripts and degrees should be certified as true copies and include an official explanation of the grade scale used. All academic records not in English or Norwegian should be accompanied by a certified English translation.
- An official and original GMAT test score (copies are not accepted). Test results of the GMAT should be sent directly to us. The code of BI Norwegian School of Management is 0529.
- Two letters of recommendation. At least one should be from a business source attesting to the applicant's performance in a work situation, and one from an academic attesting to the applicant's academic achievement. (If a long time has lapsed since meeting the educational requirement, the applicant may use another reference source.)
- Motivation essay: a statement of why you want to attend the MBA Programme at BI Norwegian School of Management at this point in your career.
- A scholarship application essay if applicable

APPLICATION DEADLINE

The MBA admissions committee uses a rolling admission system and therefore applications are evaluated in order of reception. Non-EU applicants are advised to apply before 1st of May due to the length of visa application procedures.

BI Norwegian School of Management does not charge an application fee.

www.bi.no/mba

MBA ADMINISTRATION

Telephone +47 46 41 00 04, Telefax: + 47 46 41 00 89
mba@bi.no

www.bi.no/mba

Dean: Professor Pål E. Korsvold, pal.korsvold@bi.no

Director of Studies: Glenn Ruud, glenn.ruud@bi.no

Programme Manager MBA:

May-Britt Moxness, may-britt.moxness@bi.no

Programme Manager Executive MBA:

Ellen Berg, ellen.h.berg@bi.no

Programme Manager Executive MBA:

Ellen Heggelund, ellen.heggelund@bi.no

MBA
APPLICATION FORM

Surname _____

Given name _____

Have you applied for admission to the MBA programme previously?

No Yes If yes, what year? _____

1. Present citizenship _____

2. Date of birth (dd/mm/yy) ____/____/____ Place, country _____

3. Norwegian identity number (personnummer), if applicable _____

4. Present address _____

Telephone/fax _____ E-mail: _____

Permanent adress (If different) _____

Telephone/fax _____

5. Gender _____ Marital status _____ Children _____

6. What is your mother tongue? _____

Please indicate your knowledge of other languages with Excellent, Good, Fair, Poor.

	Reading	Writing	Speaking
English _____	_____	_____	_____

Other: _____	_____	_____	_____
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Other _____	_____	_____	_____
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7. GMAT: Date taken _____ Date to be taken _____ Score: _____

8. Please list undergraduate and graduate institutions from which you have received or will receive an academic degree.

Institution	Location	Time period	Major subjects*	Title of degree	Date granted
_____	_____	_____	_____	_____	____/____/____
_____	_____	_____	_____	_____	____/____/____
_____	_____	_____	_____	_____	____/____/____
_____	_____	_____	_____	_____	____/____/____
_____	_____	_____	_____	_____	____/____/____
_____	_____	_____	_____	_____	____/____/____

*Major subjects: Economics 1 Engineering 2 Sciences 3 Law 4 Business Administration 5
 Arts 6 Social Sciences 7 Medicine 8 Other 9 Please specify _____

9. Other qualifications received with distinction _____

MBA APPLICATION FORM

Please use separate sheets of paper to answer questions 10 – 21 (typewritten)

10. List any other professional qualifications you have, membership in professional associations, titles and dates of published work if any, special projects in which you have participated, etc.
11. Any other information you feel the Admissions Committee should be aware of.
12. Number of years of full-time work experience: _____ years.
13. List all employment experience in reverse chronological order.
14. Current Employer _____ Number of employees _____
Address _____
Job title _____ Employed from ___/___/___
Give a brief description of the responsibilities of this job, what you learned from it, your career progress and achievements.
15. Give a candid description of yourself, stressing the personal characteristics you feel to be your strongest and weakest points.
16. Describe what you believe to be your most substantial accomplishment to date, and explain why you view it as such.
17. Briefly describe a situation taken from school, business, civil or military life, where you did not meet your personal objectives, and discuss what you learned from this experience.
18. Describe an ethical dilemma you have experienced. Discuss how you managed the situation.
19. Comment on the main factors which you believe account for your academic and professional development to date. Explain your career aspirations and why you chose to apply to BI Norwegian School of Management.
20. Indicate how you intend to finance your MBA studies at BI.
21. What means of ensuring your personal and professional development are you seriously considering as an alternative to the MBA at BI Norwegian School of Management ?

Enclosed are: GMAT results Transcripts 2 Photos _____ enclosures

Letter of recommendation will be sent/have been sent

Applicant's Agreement

I certify that the information given is complete and accurate to the best of my knowledge.
The Admissions Committee may verify any part of my application material.

Date

Applicant's signature

Send to: BI Norwegian School of Management
MBA Admissions
0442 Oslo, Norway

What made you aware of – and interested in – BI Norwegian School of Management MBA Programme?

- School advertisement Direct mail Recommendation by a former student
 Recommendation by a representative from your company An information session Internet
 Other reasons (please specify) _____





BI NORWEGIAN SCHOOL
OF MANAGEMENT

