



Norwegian
Business School



**GET FRESH
PERSPECTIVES**
STUDY
IN NORWAY



Bachelor and Master

FULL-TIME



ALUMNI AROUND THE WORLD

FINDING FINANCE

How did Ryan Grassel secure his dream job?

FIND OUT ON PAGE 22



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FRESH PERSPECTIVES

Why choose BI Norwegian
Business School?

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BI ALUMNI

How did they kick-start
their career?

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FUTURE OF INNOVATION

Launch your career with an MSc in
Entrepreneurship and Innovation.

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How will studying in Norway make you stand out from the crowd?

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NORWEGIAN CITY LIFE

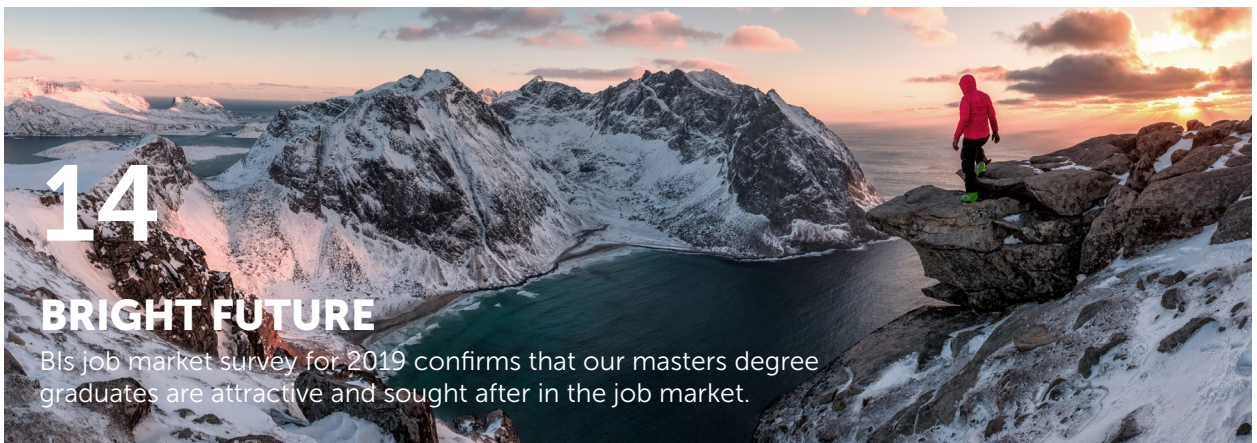
Study in Oslo, the vibrant capital of Norway or in the beautiful city of Bergen on the wild west coast.



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BRIGHT FUTURE

Blis job market survey for 2019 confirms that our masters degree graduates are attractive and sought after in the job market.





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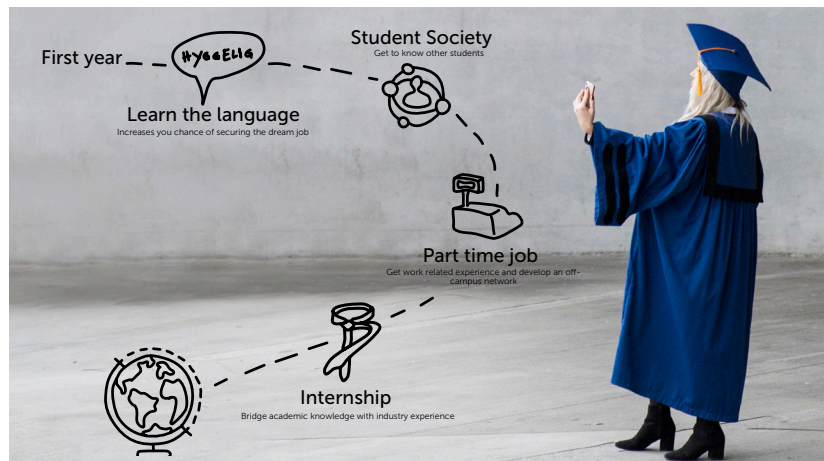
COMPETING FOR THE BEST AND BRIGHTEST

Business leaders look to tech-savvy economists to solve their problems.

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Check out our road map to a successful career.



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TOP INTERNATIONAL FACULTY

Have a sneak peek into some of our top faculties' latest research.



INTRODUCING BI NORWEGIAN

Do you want to be a part of a modern and forward-thinking environment, that encourages new ideas and fresh perspectives? Norway might be for you. By choosing to study in Norway at BI Norwegian Business School, you will earn your degree from an internationally recognised business school with roots in Norwegian social values and known for high quality teaching. Proud of our pristine terrain and unique natural diversity, we work hard to find sustainable solutions for the future that protect both the economy and the planet. By choosing Norway you will also be a part of a diverse and inclusive environment which scores high in human development, quality of life, happiness, and safety.

Your success is our top priority. We are dedicated to making sure you have the best possible experience here at BI, both academically and socially. By choosing us you will enjoy top-notch campuses and facilities located in vibrant and prosperous cities. You will be part of a global environment where your ideas and perspectives are heard and appreciated. Learn from our world-class faculty and get a head start on expanding your professional network through our strong connection to the business community who value the skills and competencies of our graduates. If you want a degree that will give you a fresh perspective on business to help you succeed in business, then join us. We need fresh brave minds to help us solve the world's greatest challenges.

Need to know more? The numbers speak for themselves!

Simply the Best

1%

of business schools worldwide have achieved triple crown accreditations – and BI is one of them! The accreditations are proof of our rigorous standards and world class teaching.



BUSINESS SCHOOL

Non-for-Profit

BI Norwegian Business School is an independent, non-for-profit foundation and the main provider of research-based knowledge on business and management disciplines in Norway.

International to the Core

A total of

30%

of our faculty is international!

We surround ourselves with the best people from all over the world. We offer an education that looks beyond national borders, creating strong cooperation and global opportunities. To be relevant internationally, it is absolutely essential that we are international at all levels. It also applies to you as a student. Through BI you get the international profile you need to succeed at home or abroad. Strengthen your opportunities with an international academic environment!

Diversity

Campus Oslo has more than

100

nationalities represented.

Getting Ahead

The job market is constantly changing, and we need to adapt to the competencies needed in the public and private sectors. We continue to develop programmes that are attractive and sustainable for both a national and international business world.

Following the Footsteps of Leaders

1 of 4

top managers in Norway are educated from BI. Aspire to be one of them!

Financial Times European Business School Ranking

NUMBER

49

at the FT European Business School ranking in 2018.
This confirms the outstanding quality of a diploma from BI, recognised by the business community.

STUDY IN NORWAY

CHANGING IT UP

RIDING THE NEXT WAVE OF THE ECONOMY

With change, comes the need to innovate. Norway is finding new ways to shape and seize the future. The land in the North is a world leader in forward-looking industries like clean energy, green tech, shipping, telecom, and finance. Study in Norway and ride the next wave of the economy.



LEADING FOR SUCCESS

PRODUCTIVITY

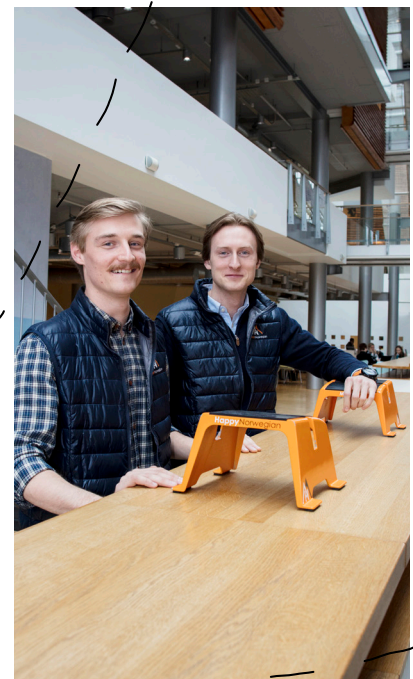
Norway is the most productive country in Northern Europe, and ranks second in the world. So how can one of the smallest populated countries, with one of the shortest work weeks, show such big muscles when it comes to efficiency? By studying in Norway you will learn the secrets to high productivity and its correlation to the Scandinavian Leadership Model.



MOVE OVER, SILICON VALLEY

INNOVATION

Norway is emerging as one of the world's fast-growing tech scenes. CNN reported that the "world's happiest country is becoming a start-up mecca". And we are cheering our students on by actively supporting them as they pursue start-up ideas and launch businesses. BI Start-up provides offices on campus for student businesses, and collaborates with the Oslo start-up community to provide an arena for idea generation, pitches, and student success.

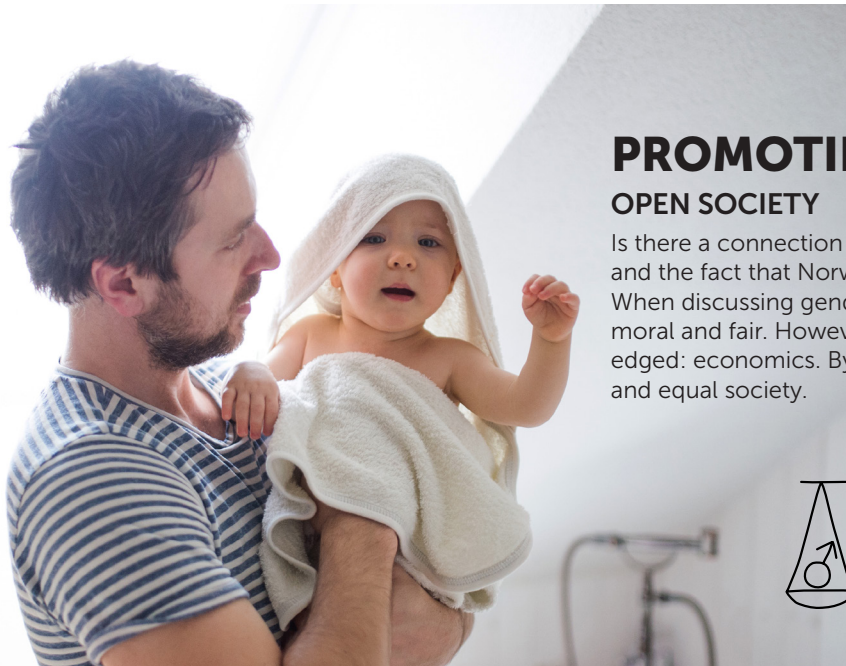
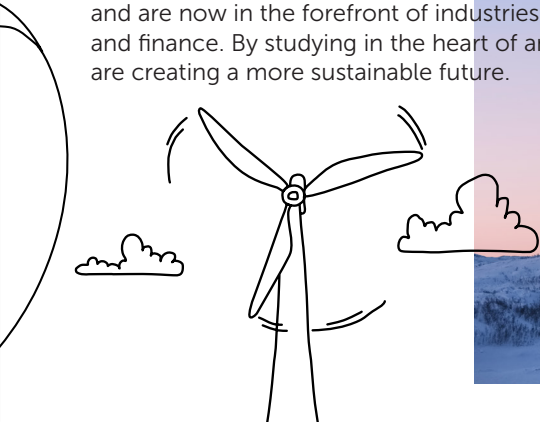




CREATING A MORE SUSTAINABLE FUTURE

NEW THINKING

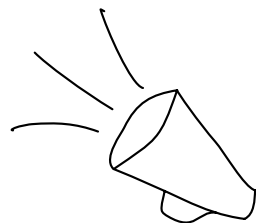
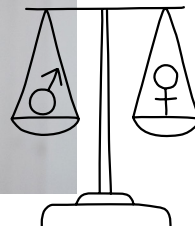
Norway is in the middle of a major transition – which makes this country an exciting place to be. How is Norway preparing for an oil-free future? We are focusing on sustainable solutions and are now in the forefront of industries like clean energy, green tech, shipping, telecom, and finance. By studying in the heart of an energy region, you will be on the front line as we are creating a more sustainable future.



PROMOTING GENDER EQUALITY

OPEN SOCIETY

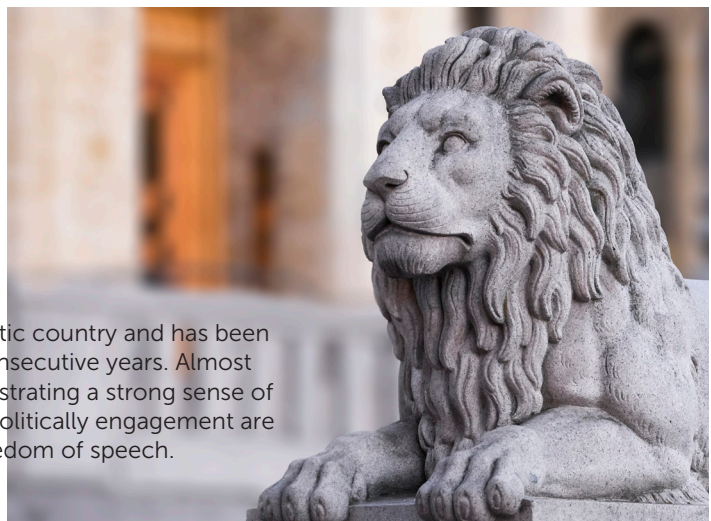
Is there a connection between the fact that Norwegian men change diapers, and the fact that Norway is one of the richest countries in the world? When discussing gender equality issues, we often refer to what is ethical, moral and fair. However, there is a bigger issue that needs to be acknowledged: economics. By studying in Norway, you will be a part of a diverse and equal society.

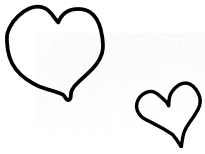


GETTING INVOLVED

DEMOCRACY

Norway has a long history of being a social democratic country and has been ranked the best democracy in the world for eight consecutive years. Almost 80% of Norwegians voted in the last election demonstrating a strong sense of shared responsibility. Community involvement and political engagement are encouraged supported by strong protections for freedom of speech.





INTERACTING WITH NORWEGIANS

SOCIALIZING

Norwegians enjoy nature, a night out on the town, cultural activities and strolls along... well, wherever. Norwegians may appear shy, but doing an activity together, such as having a coffee, hiking, skiing or "utepils" (a beer enjoyed outdoors), the talk begins to flow. Don't be surprised if Norwegians come across as "straight shooters", that's just how Norwegians communicate.



DON'T JUDGE US BY THE ACCENT

LANGUAGE

According to EF EPI's report, the world's largest ranking of countries and regions by English skills, Norway is ranked number fifth ("Very high proficiency"). In Norway, all kids start learning English in first grade at elementary school, and we have a very international mind set. And yes, Norwegians have a distinct accent, but most of us speak English very well. You will have no problem practicing your English skills.



IN SICKNESS AND IN HEALTH

HEALTHCARE

According to numbers from the UN's development programme, Norway scores high in human development and quality of life. Actually, at the top of the list. Norwegian people pay relatively high taxes, so that the government can build and maintain strong welfare and healthcare systems for all citizens, including full time international students studying in Norway. This means you.



What's your favorite thing about Oslo/Norway?

My favourite thing about living in Oslo is the number of things there are to do around the city. It is a really nice city and has a lot to offer for anyone looking for an active city to study in. Oslo is a super easy city to get around and is overall very student friendly. Oslo is definitely a city that makes living as a student easy, convenient and fun.

Gavin from USA



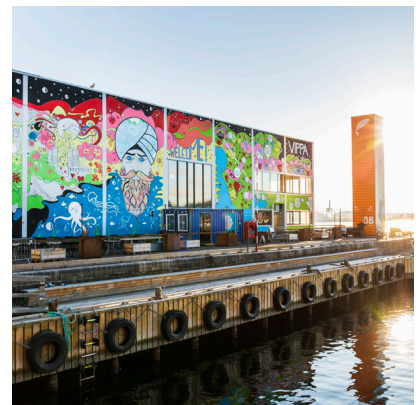
BREAKING GOOD

SAFETY

Norway is ranked the safest country in Europe (second safest in the world). The crime rate is low, so you can feel safe walking home after a late night hanging out with friends in the park.



Oslo



See photo credits on page 31



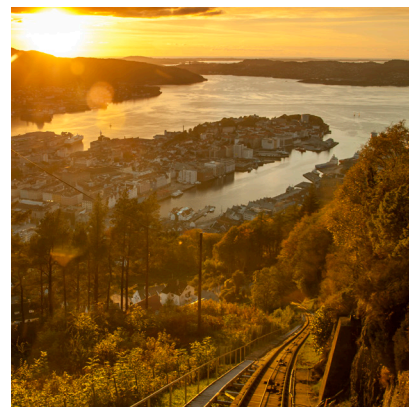
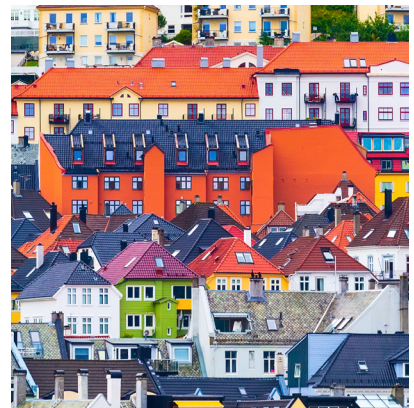


MODERN CITY LIFE

Being bored is not an option in Oslo. Did you know: within Oslo city limits there are 40 islands in the fjord you can hop around, 343 lakes to splash in, and an entire forest to explore. You can enjoy beaches, boat rides, restaurants, galleries, music and nature – all in one day. Everything is within a short distance from the BI campus and easily accessible with public transportation. The capital is also a leading city for green technology, entrepreneurship and innovation. The job market is booming with many industries experiencing growth, making Oslo an exciting city for business and studies. And it is no lie: Oslo gets cold. But as Norwegians say, there is no such thing as bad weather, just bad clothing.



Bergen



See photo credits on page 31

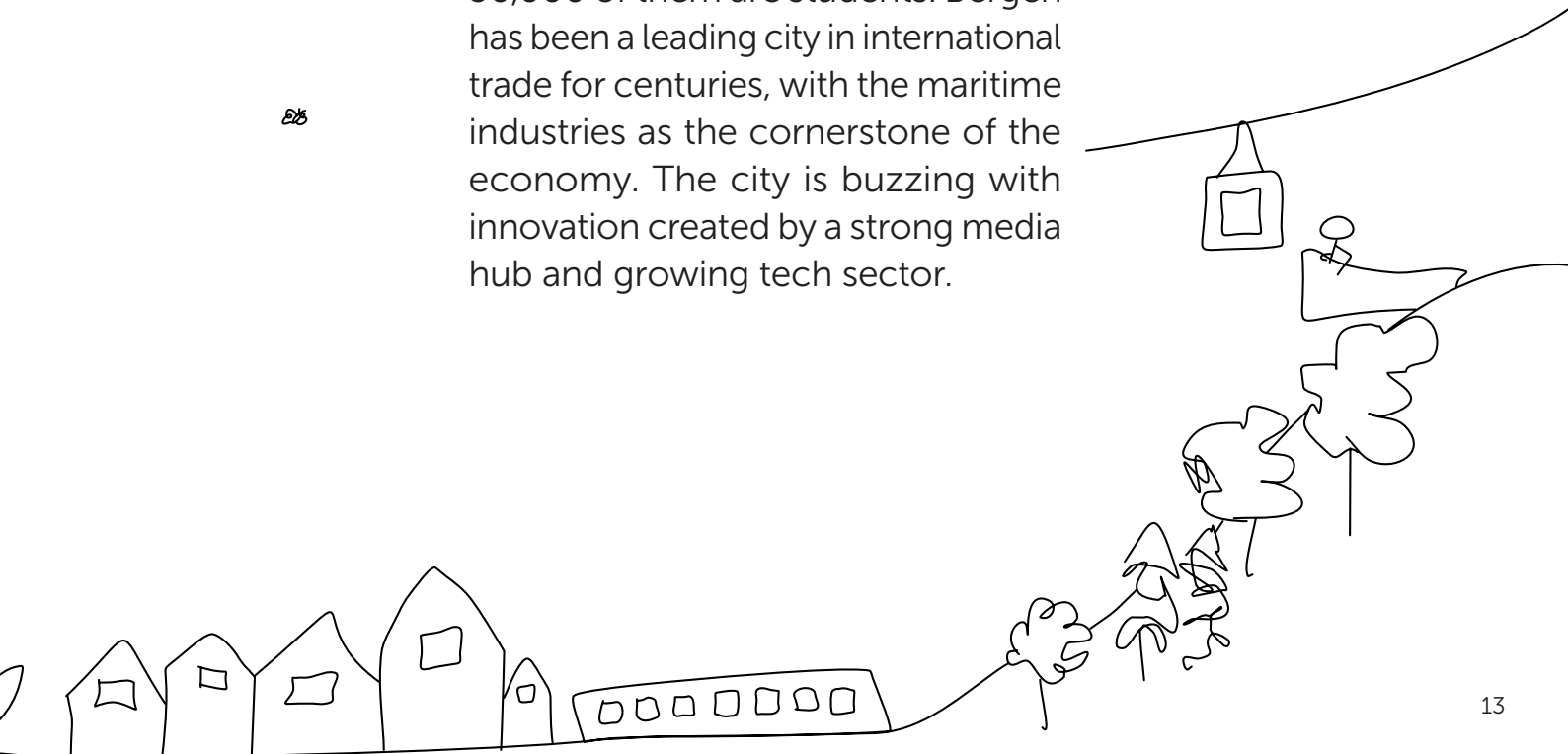




OLD MEETS NEW

Situated on the west coast of Norway, protected by seven majestic mountains, Bergen offers beautiful nature experiences. Bergen's historic harbour is one of the oldest ports in Northern Europe and on the World Heritage List. Even though some areas in Bergen feel like visiting a historical time period some hundred years ago, it is still very much a modern, urban and youthful city with a lively art scene. Of 280,000 people, nearly 30,000 of them are students. Bergen has been a leading city in international trade for centuries, with the maritime industries as the cornerstone of the economy. The city is buzzing with innovation created by a strong media hub and growing tech sector.

2/5



BRIGHT FUTURE

Students from BI Norwegian Business School are highly attractive and sought after. We surveyed our graduates six months after graduation. Let the numbers speak for themselves.

Nailed It! ✦

9/10

Master of Science graduates are employed - including international students

Extra(ordinary)

77%

of international students work part-time while studying at BI

Future Looks Bright

91%

✦ of employed graduates see their future career prospects as "positive" or "very positive"

Word of Mouth

9/10 ✦

would recommend BI to others

Part-Time Work

In Norway, many students generally have part-time jobs. International students from outside the EU/EEA can work up to 20 hours per week. EU/EEA citizens follow regulations valid for Norwegian citizens.

Tip of The Day

Chance of employment is almost

3X higher

for those who had a part-time work.

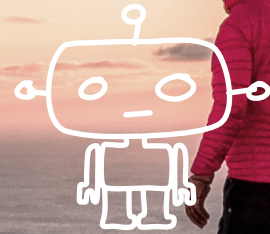
Popular Sectors and Industries



Banking, finance & insurance



Auditing or consulting



IT, technology & telecom

Job Satisfaction

8 / 10

are satisfied with their job

Just Do It!

93%

of employed Master of Science graduates, applied for a job before completing their studies

The Wishlist

These are the three main criteria graduates look for in a job:



Friendly working environment



Personal & professional development



Interesting work/duties

**Business Analytics at
BI Norwegian Business School**

- Hands-on training using analytical tools
- Method and data management
- Business development – how to create value
- Bachelor's and master's level

**Christian Waale Hansens' 5 tips
to follow:**

- Think «what can I use this for?» throughout the courses
- Understand how and why. Learn the methods and processes more than just learning the tools.
- Focus on how the things you learn can bring value to a customer or an organisation
- Be curious regarding technology. Work hands on with technology tools to solve the problems at hand.
- Take a volunteer position or be an active participant in student networks and events.

“The key is to gain insight that is better and faster. That is why we need more analysts.”



THE BATTLE FOR THE BEST AND THE BRIGHTEST

Business leaders look to tech-savvy economists and IT people with business acumen to solve their toughest problems. Why is it so important to be able to both?

You have heard it before. We are in the midst of a digital revolution. The list of consequences is endless, and it is difficult to take it all in. Yet, one of them is impossible to ignore for the businesses and the public sector alike: Huge amounts of data have created a dire need for people who can make sense of it all.

"More and more information has become available in recent years, and more and more people are trying to find ways to use the data for something smart. This means everything from creating customer value to predicting a tsunami, so there is also a benefit for the society at large, says Christian Waale Hansen, the Nordic director for Platform Consulting at SAS Institute."

Hansen has experience from both technical and financial fields. He started at SAS six years ago and is responsible for 90 consultants spread around the Nordic region to help companies reveal new insight and business opportunities.

"Across all industries we need to find the right heads who understand how we can benefit from the data we accumulate. In practice, this means transforming it into something to base our decisions on."

Business Aspect Most Important

Being able to create this added value is an exercise that requires broad expertise. In addition to understanding methodology and having the skills to work hands on with data, good communication skills are a great advantage, Hansen explains.

"It's about seeing the whole picture and understanding how it all fits together. Understanding why you are going to use it and what you can achieve, then explaining the usefulness to different user groups."

In other words, if you do not have basic knowledge of business, it is difficult to support the direction in which a company wants to move and ensure good value from analytics.

"It is very easy to bury yourself in work for hours or days only to come up with the optimal solution that will never see the day of light because it is too expensive. One must understand the market, the customers and the company itself, and how to utilize this in an analytical process."

A Growing Profession

The world is awash with data. Chief economist at Google, Hal Varian, reported last year that we are generating the same amount of data every two days as was generated between the beginning of civilisation and 2003. This provides an ample market for big data analysis, which is expected to increase by 20% this year. In a recent survey by McKinsey, 50 % of the respondents said that analytics and big data have fundamentally changed the practice of sales and marketing. Other areas are not far behind, and the trend is found throughout a range of industries.

"The job market reflects a desperate need for people who understand business, but who also show an interest in and have experience with analytical tools, or the other way around."

Several Heads In One?

"The skills that are needed are more precisely in the intersection between an IT-oriented profile, a statistician and an economist. The problem is that these people most often only know how to operate within the boundaries of their main fields of expertise," Hansen continues.

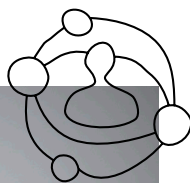
Nevertheless, he sees a growing expectation in today's business world that the economist should also be able to handle analytics tools, or that the developers are not only expected to care about bits and bytes, but also the big picture.

"If you master all this, you can go straight into an analyst position anywhere. You could also step into a change management role facilitating good decisions. You will get a very interesting position in the intersection between technology and business."

Christian Waale Hansen

Nordic Director Platform Consulting
Responsible for 90 consultants
Member of BI Norwegian Business Schools'
Business Analytics Board

ALUMNI



ROLANDS ENGLANDS, Latvia

Graduate program at Danske Bank, Norway
Alumni 2019

I signed with Danske Bank four months prior completing my master's studies at BI Norwegian Business School.

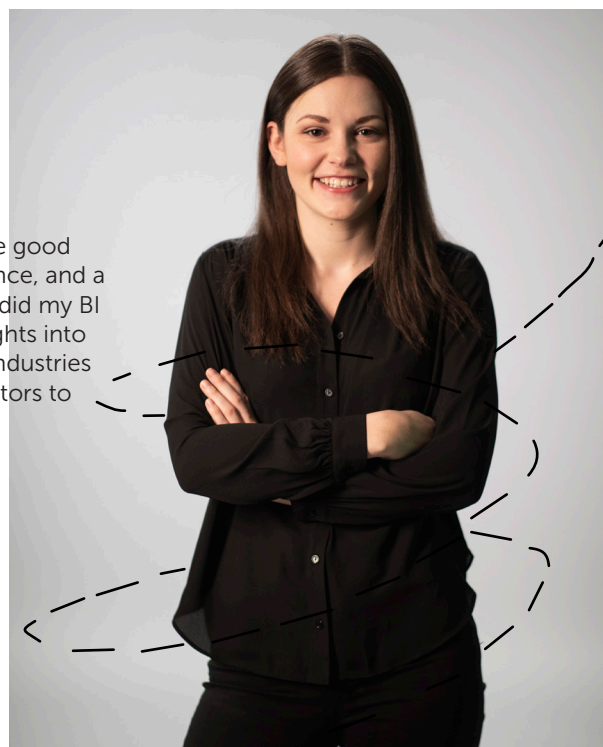
I benefitted from beginning to explore potential job opportunities early on because finding the right fit can often be a timely process. Internship experience in Norway and an active role in the student's union were undoubtedly among the key success factors that helped me to secure the job.

I chose to pursue a career in the financial services industry because I am eager to have a dynamic and a challenging career internationally. As a graduate I will work within three different departments across two different countries during an 18-month period.

THERESA SCHNEIDER, Austria

Management Trainee at Telenor Group, Norway
Alumni 2019

I personally think the main factors in securing this job were good grades, part-time jobs, internships, extracurricular experience, and a personal fit with the organisation, and good preparation. I did my BI internship at Telia Norge. I was able to gain invaluable insights into the telecom industry first hand, which is one of the pivot industries of the future. This internship was one of the main contributors to me choosing telecommunications as my career path.

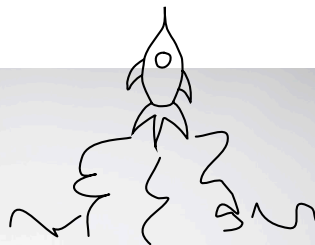




OLGA MOZHAYSKAYA, Russia

Junior Associate at McKinsey, Norway
Alumni 2019

I chose management consulting for three reasons. Firstly, I enjoy solving complex strategic business problems. Secondly, I want a dynamic environment where I can learn and develop fast. And finally, because I hope to get the insights and network that will help me shape my future career path. I applied for a Junior Associate position, because I wanted to get different experience in terms of industries, functions and geographies. McKinsey is one of the Big 3 consulting firms with global footprint.



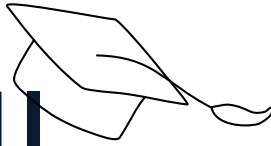
MATTHIAS BREIL, Germany

Traineeship at Kukula Capital, Zambia
Alumni 2019

During my MSc in Business with a major in Finance I became more interested in the start-up industry. Joining a venture capital firm is therefore a continuation of my path in the financial industry, combined with exploration of the potential of early stage start-ups.

With the increasing population, Sub-Saharan Africa has enormous potential for economic growth over the next decades. I have travelled through several countries in the region. However, I have never had the chance to gain work experience there. This traineeship will expand my horizons in an unusual setting, without tying myself to long-term employment.

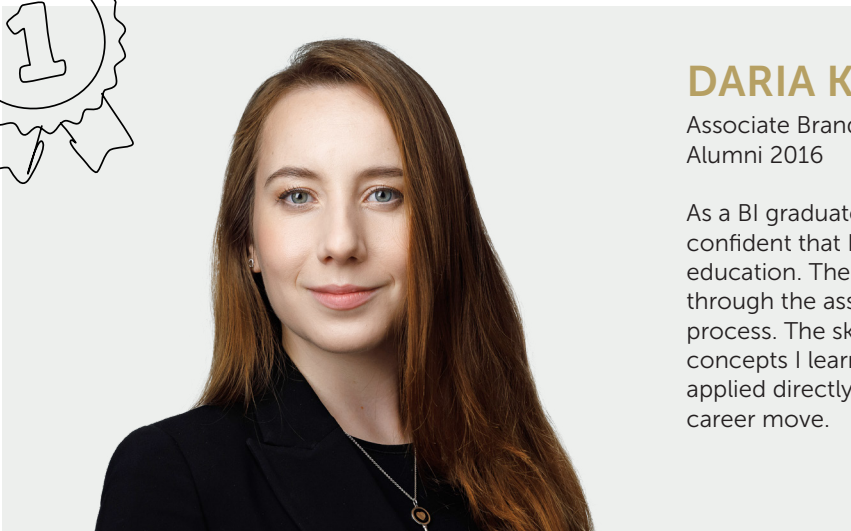
ALUMNI



ANH MAI TRAN, Vietnam

Associate at Boston Consulting Group, Norway
Alumni 2019

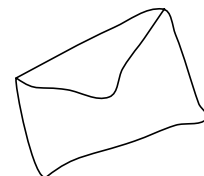
Before starting my master at BI Norwegian Business School, I worked for three years in different departments and industries. Therefore, I had a pretty clear picture of where I wanted to work. Management consulting is challenging, competitive, and intellectual. However, that's not the best part yet. For me, this career allows me to help others by solving their problems. At the same time, I gain knowledge from different backgrounds and connect with a lot of different people. What can be better than a combination of learning, feeling helpful and still earning a stable income.



DARIA KUZNETSOVA, Russia

Associate Brand Manager at Procter & Gamble, Russia
Alumni 2016

As a BI graduate on the job market in Russia, I felt confident that I had an up-to-date and relevant education. The knowledge I obtained helped me get through the assessment centers in the job application process. The skills I developed and the market concepts I learned as part of my education at BI applied directly to my first job, and my most recent career move.



THE PATH TO SUCCESS

Here are some advice from The career service team at BI to increase your chance of securing your dream job. Follow these seven steps:





FINDING FINANCE



Ryan Grassel, USA

Analyst, Cross-Asset Trading
Norges Bank Investment Management
MSc in Finance, Alumni 2017



A few years ago, Ryan Grassel was aiming for a career as a professional golfer. However, a career in finance combined with Norway's beautiful nature, was too big of a draw.

Leaving his dreams of playing golf behind, Ryan left for the cold north to study finance at BI Norwegian Business School. Being able to apply skills across a range of different industries suited his curious personality perfectly. Another trait Ryan possesses is that he is highly competitive and loves challenges. This is probably why he ended up graduating as a straight A-student, and secured his dream job in Norges Bank Investment Management in New York City.

Why did you choose to study in Norway, and why BI?

– Growing up knowing my parents lived in Europe for a few years, and that I was born there, made me really want to experience living there again. Norway was a big draw because of the beautiful nature and the possibilities I thought it would bring. There aren't many capital cities where you can literally take the subway to the top of a mountain and get off and ski.

Why did you choose MSc in Finance?

– The summer before my senior year of my undergraduate university, I did an internship in Washington D.C. for a U.S. Congressman. I enjoyed my time and the experience was valuable, but it convinced me I wanted to go more the business route. I felt finance was a practically oriented field with a variety of applications. As a person with wide-ranging interests, finance was a way to be involved and learn about many industries because of its central importance to the global economy.

What does a Cross-Asset Trading Analyst do?

– I primarily split my time between aiding the more senior traders on the equity and fixed income trading desks. However, I am also involved with the financing team, which incorporates securities lending and cash management. I am very fortunate to have the opportunity to work in multiple assets classes at the same time.

What is most challenging about your work?

– Dealing with multiple high priority items at the same time, from different people, under tight time constraints. Prioritisation can be difficult when something can't just be put on the back burner, but must also be completed with the same accuracy and timeliness as the other task.

What is most rewarding/exciting about your work?

– Working for Norges Bank Investment Management, the most rewarding thing is knowing I am contributing to a tangible cause I am personally connected to. Norway provided a lot for me in resources, knowledge, and experiences during my time there, and I am close with many Norwegians. The oil fund is increasingly integral to Norway's success and the chance to help contribute is very exciting.

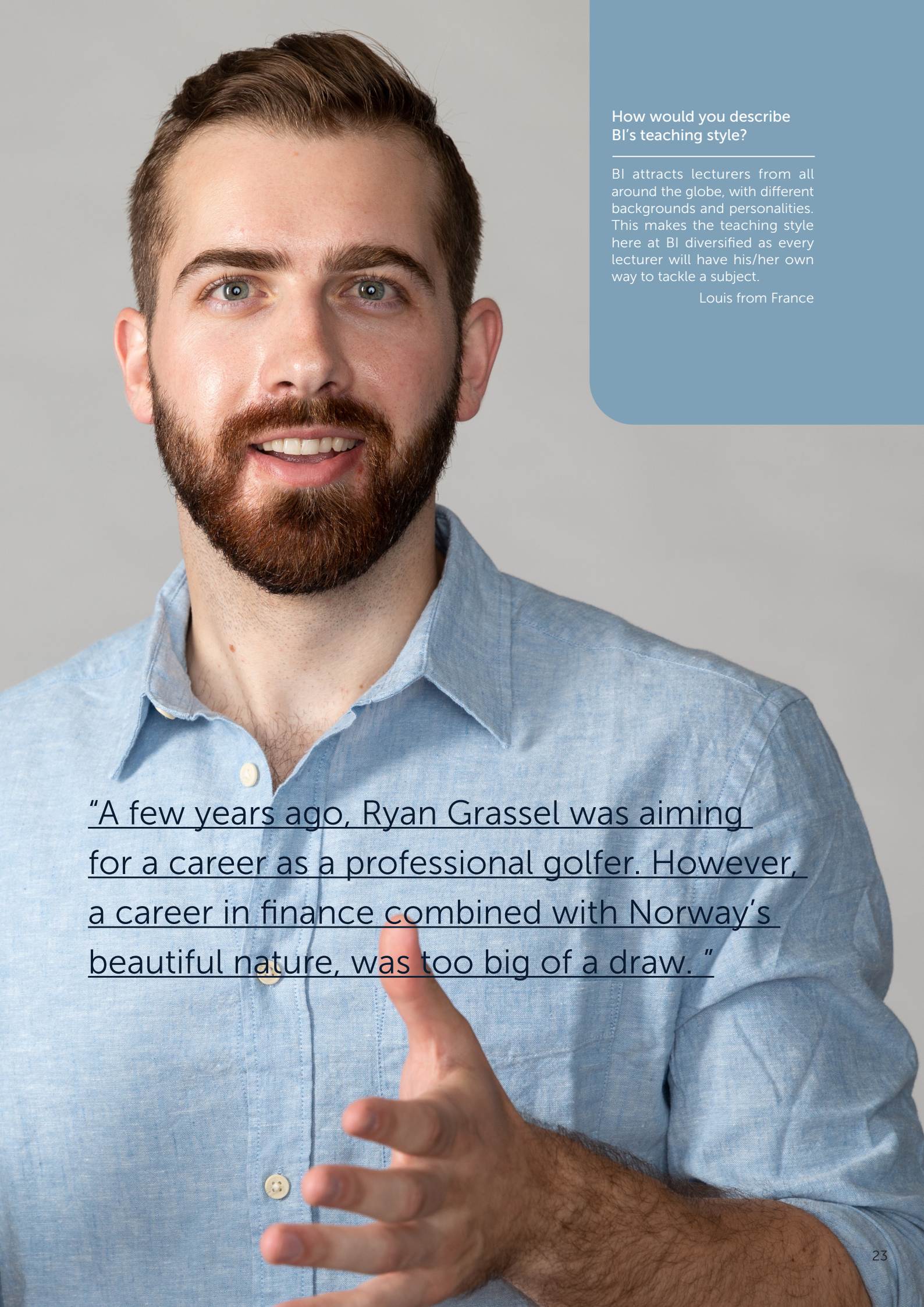
What do you predict will be the next "big thing" within your field?

– I am not sure that it will be the next thing, but when technology develops to where trading algorithms can be more widely integrated into fixed income, it will be a big deal. Especially outside of treasuries, fixed income markets are very much over-the-counter and require a lot of manual work. The complexities for making an effective algorithm in a fixed income market are daunting, but when it is figured out it will change how trading is done.

What are your goals and ambitions with your career?

– I certainly have entrepreneurial desires and would love the challenge of creating something from the ground up myself. At some point I will definitely start my own business. With my current interests and career path it might be a hedge fund; however, it could end up being in FinTech or in another industry if the right opportunity presents itself.





How would you describe BI's teaching style?

BI attracts lecturers from all around the globe, with different backgrounds and personalities. This makes the teaching style here at BI diversified as every lecturer will have his/her own way to tackle a subject.

Louis from France

"A few years ago, Ryan Grassel was aiming for a career as a professional golfer. However, a career in finance combined with Norway's beautiful nature, was too big of a draw."

Designing multisensory food experiences

Eating is one of the most multisensory events of our everyday life. Just think about how each and one of your senses is involved in the process of eating.

by Associate Professor Carlos Velasco, Spain
Department of Marketing

Tasting colours

It's been said that we eat first with our eyes. Colour, for example, is a diagnostic attribute, and as such, it is critical for both food expectations and experience. Colour helps us identify and discriminate foods, determine whether they are good or bad, and predict their likely taste.

Chefs such as Jozef Youssef in the UK have been developing experiences based on food colour. He introduced his dish "The Taste of Colour," serving diners four spheroid mouthfuls of food in red, black, white, and green colours. Diners were asked to try the salty, bitter, sour, and finally sweet bites without telling them which one was which, forcing them to rely on colour. Usually, diners select the white, black, green and red bites, respectively, which reflects common taste/colour associations that 'feel right' to many people.

Tasting sounds

People often assume that hearing is the least important sense when it comes to food perception. However, sounds derived from our interaction with food-like crunching, slurping, or smacking as well as noise, or any music that might be playing when we eat, can affect our food experiences.

For instance, noise in an airplane cabin seems to affect the perception of taste intensity, sweet feels less intense and umami feels more intense in noisy environments. Many brands have begun to realise this, and now try to differentiate

their offers through food/sound pairings.

Finnair's chef recently introduced customised soundscapes to accompany and enhance the experience of some of its in-flight meals. British Airways has developed a similar strategy suggesting particular songs from popular artists as a mean to sonically "season" specific dishes.

Improving the enjoyment of food

It is important for us to become aware of how each of our senses constantly and unavoidably are engaged in this process. When we become aware of this, we may be able to make healthier choices that can affect our eating habits.

By considering such cues, it is possible to improve the enjoyment of our food. Ultimately, it is up to us how we craft our multisensory eating experiences.

Carlos Velasco:

Co-founder of the Centre for Multisensory Marketing. D.Phil. in Experimental Psychology from Oxford University. Currently a Research Fellow at SCHI Lab, Sussex University (UK).

The Department of Marketing at BI is one of the largest academic communities within the field of Marketing in Europe. The department recruits internationally in order to ensure high quality research of relevance to the international community.





How would you describe BI's teaching style?

Based on my own experience, I can say that the classes are more oriented to be as practical as possible so students can apply accumulated knowledge in real life when they start working. For instance, we had many practical assignments with focus on learning programming language (Matlab) as well as writing reports and practising our public speaking skills. Thus, I would say BI's teaching style is all about giving a good foundation to help students to kick-start their careers.

Natalia from Russia



Bitcoin

by Professor Dagfinn Rime,
Norway, Department of Finance

Finance has always been early adopters of new technology, and there are many exciting developments now under the buzzword “FinTech” – the adaption of technology to finance. Cryptocurrencies and Blockchain are some of these developments. But will they survive, and how?

Cryptocurrencies are assets that live only in the “digital world.” Bitcoin, the most famous cryptocurrency, was launched together with the underlying verification technology “Blockchain” in 2009. The “currency” part of the name “cryptocurrencies” is a misnomer.

Bitcoin was initially introduced as a currency, free of the intervention by central banks, but it does not hold the properties that we want from currencies. It varies too much to be useful for buying things.

Bitcoin and other cryptocurrencies have primarily attracted attention as short-term speculative assets, with large fluctuations in trading activity and prices. The payment services of Bitcoin are non-existent, and other economic benefits (like a dividend from a firm’s equity) are difficult to detect, so Bitcoin’s prospects as a long-run asset is rather slim.

The underlying Blockchain technology may have a future, and some cryptocurrency is needed for running the technology.

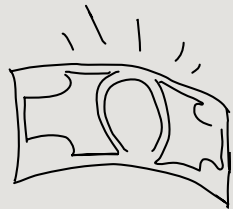
Blockchain is a decentralisation verification mechanism (e.g. verifying who owns the Bitcoin, and can also verify other things) not relying on any central authority. Initially that was one of its purposes. However, for many verification tasks we already have reliable systems run by central authorities that are faster and more efficient.

Nevertheless, there are useful applications of Blockchain, and more are coming. But for Blockchain to be successful in the future, the cryptoprice cannot be a speculative asset with prices jumping around as it is now.

Dagfinn Rime

Received his PhD from BI Norwegian Business School. Researcher at the Central Bank of Norway. Visiting Research Fellow at SIFR Stockholm. Adjunct Professor, Norwegian University of Science and Technology (NTNU).

The Department of Finance at BI has a strong international orientation, with faculty from leading schools in finance and economics. The department is ranked 10th in Europe, and 2nd in the Nordic countries, based on top finance publications 2013-2017.



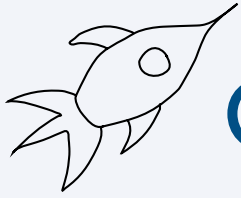


What's your favorite thing about Oslo/Norway?

What I like most about Oslo is that it combines the benefits of a somewhat big city with the joy of nature. Oslo is located directly at the sea and surrounded by woods and mountains, which enables you to go hiking, running or swimming in the summer and to go skiing in the winter. At the same time, Oslo has a vibrant student life with a lot of cool restaurants, bars and cultural activities.

Max from Germany





City of entrepreneurial opportunity



Whether you aspire to launch your own startup, or work with innovation at a large company, Oslo just might be the best place to learn how to do it. Sheryl Winston Smith, Associate Professor and Associate Dean for the MSc in Entrepreneurship and Innovation explains why this medium sized Scandinavian city has the perfect conditions for the next big thing.

Technological advancements and globalisation are just two of many forces making entrepreneurship a natural part of all industries in today's world. The mindset needed in the future is about not seeing these changes in isolation, but having the ability to look at the big picture, explains Winston Smith.

"The old-fashioned model that you invest in R&D, and in the end come up with a big innovation, doesn't really hold anymore. It's more about being nimble, identifying opportunities, trying different approaches and being able to do it all in a faster time frame."

Since before finishing her PhD in innovation at Harvard University, the associate professor has had one foot in business and one foot in the academic world. After giving a seminar at BI two years ago, she was so impressed with what she calls "the entrepreneurial ecosystem" burgeoning in Oslo, that she came back to stay for the long run.

"Oslo is of an ideal size, not too big and not too small. There are a lot of new startups and infrastructure being built. There is also a strong interface between the large companies and startups. That's a powerful recipe for creating a self-sustaining and growing entrepreneurial community."

Winston Smith found that all of the parts and pieces that make for a vibrant entrepreneurial community are here in Oslo, which was a good fit for her research and setting up a brand new programme that leverages the setting.

Bridging the innovation gap

According to Winston Smith established companies need people with entrepreneurial skills because of the constant pressure to innovate quicker and more efficiently, to be on top of new technology and to be able to see trends

before they happen. Being able to translate between the corporate and startup world is also a skill that is increasingly in demand.

"An entrepreneurial mindset is important for entrepreneurs, but also corporate executives. Companies need to be able to work with startups, not as window-dressing, but so they can learn from them and harness knowledge from outside of the organisation."

There are three possible pathways Winston Smith encourages her students to be conscious about when considering career opportunities: Launching their own startup, helping existing startups scale up and realize their high growth potential, and working in corporate innovation and entrepreneurship.

"For the first category, you must understand your industry. How do you turn an idea into an actual tangible business? For scale-ups, it's about targeting a broader market and learning how to pivot as the company is growing. How do you interface with established companies that are competition but also can be sources of complementary assets? For corporate roles, it is about applying an entrepreneurial lens to strategic problem solving throughout the organisation."

Learning innovation

Winston Smith was recruited to BI to establish the MSc in Entrepreneurship and Innovation. The new programme covers all of the business core fundamentals, but also how to leverage these ideas within an innovation unit of a company or in a startup.

"The advantage of studying entrepreneurship and innovation at a business school is that you learn all aspects of running a company from strategy to marketing and finance. You benefit from the faculty and students having a variety of different backgrounds, and you are connected to the business community in terms of jobs and internships."

Winston Smith stresses that you do not have to be an entrepreneur to enrol.

"You need to have the ability to think critically, be curious and to learn how to synthesise across subject areas. To identify and leverage opportunities and turn them into ideas."



THE WORLD AT YOUR FINGERTIPS

A strategic goal for BI Norwegian Business School is to develop a more global mindset in all our graduates and enhance the overall international learning experience.

We surround ourselves with the best people from all over the world. Norwegian business, politics, innovation and other important areas of society are not isolated from the rest of the world. We want to offer an education that looks beyond the borders and create good cooperation and synergies. To be relevant internationally, it is essential that we have an international presence and ambitions. That is why BI Norwegian Business School has established double degree exchange agreements with carefully chosen partner institutions. In addition to joint degrees and alliances with acknowledged universities all over the world. Students have several opportunities to gain international experience.

QTEM Masters Network

QTEM (Quantitative Techniques for Economics and Management) Masters Network is an international network bringing together outstanding students, academic partners and international corporations. bi.edu/qtem

The BI-LUISS MSc in Marketing

Explore the world of marketing in two different cultural contexts. Two leading world capitals: Oslo, Norway and Rome, Italy. Immerse yourself in a programme with a focus on data and digitalisation. Discover how to apply marketing in a multicultural context. A forward thinking programme incorporating an ethical, social and sustainable approach.

Astri Skjesol –
Graduated 2018

I chose the QTEM programme because it offered an opportunity to go abroad. Also the focus on quantitative subjects at respected schools made the programme desirable. The QTEM Masters Network has corporate partners that I considered as attractive potential future employers. The one feature that interested me the most about the QTEM program was the prospect of two semesters abroad at different schools. This opportunity allowed me to experience new cultures and meet new interesting people.

Double Degree

The Double Degree programme allows our master students to combine studies at BI and a partner university. Both institutions will approve your courses, and you will earn two degrees in the same time it takes to earn one. bi.edu/msc/doubledegree

Exchange

BI Norwegian Business School offers the opportunity to spend a semester abroad as part of a degree. BI's network of exchange partners encompasses more than 240 universities in 48 different countries worldwide. bi.edu/exchange

Students' Union

The student union in Oslo and Bergen is run for and by the students. Its purpose is to speak for the students' academic and social welfare at BI Norwegian Business School. It consists of academic associations (representing each field of study at BI), social groups, staff functions, committees, societies and projects. They organise both academic and social events. As an international student you are welcome to get involved.



Campus Oslo



Campus Bergen



Oslo Picture credits on page 10

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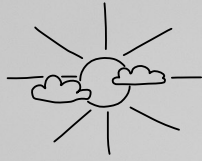
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