

# STRATEGIC PLAN

2015 – 2018

**BI** NORWEGIAN  
BUSINESS SCHOOL

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# Strategic Plan 2015 – 2018

BI Norwegian Business School's strategic plan 2015-2018 lays the foundation for our business plan for the coming years. Our ambition to provide study programmes of the highest international quality requires strong capabilities and concentration in clearly defined areas. With a motivated and adaptable organisation and a solid financial base, BI is well set to realise this ambition.

Nevertheless, we are facing increasing competition, both nationally and internationally, and both in terms of student - and faculty recruitment. Business and industry are experiencing uncertain times, and the way we teach and run our business is challenged by rapid developments in the use of digital technology.

The key to navigate in this landscape is a clear set of priorities accompanied by good leadership practices that guide a highly motivated and capable workforce of dedicated employees.

Inge Jan Henjesand,  
President



Oslo



Bergen



Stavanger



Trondheim



# International – Impact – Interaction

The Norwegian business environment is inherently international. Norwegian companies have international owners, employees, competitors, business partners and customers. Global companies across industries are locating their activities in Norway. Being a small and open economy, Norway is the perfect setting for developing and disseminating knowledge about how to do business in an international context. As a consequence, BI Norwegian Business School has to operate in an international manner, and all graduates from BI must be able to perform in an international business context.

The attractiveness of BI Norwegian Business School depends on the school's impact on international research, student learning and practice in the business community and society. Recruiting excellent faculty, both in terms of research and teaching, attracting the best students and maintaining close relations with business and the public sector will strengthen BI's brand nationally and internationally. This will increase the value of a degree from BI.

BI Norwegian Business School's cutting edge for success is our ability to engage in interaction in the international research arena, with students and alumni and with the business world and society. The quality of BI's activities depends on the quality of the interaction between faculty, between faculty and professional staff, between BI and students and between BI and the business community and society. Thus, facilitating interaction has to be the preferred management skill.





# Our Purpose

**Build the knowledge economy**

**Empowering people - improving business**

**through**

- Developing and disseminating research-based knowledge to students within the business school disciplines
- Impacting innovation, value creation and competitiveness in business and society
- Placing the business school disciplines in a wider societal, cultural, and political context

# Our Core Resources

- Highly committed faculty and professional staff
- Market-oriented and innovative culture
- Inspirational learning environment
- Broad student and alumni base
- Strong brand
- Financial autonomy and latitude





## Our Core Values

### **Student oriented**

- BI employees put students first

### **Academic freedom and integrity**

- BI employees honour academic values

### **Respect, responsibility and ethical awareness**

- BI employees manage power in a responsible manner

### **Excellence in research, teaching and support services**

- BI employees nurture a culture of continuous improvement

## Our Aspirations

### **BI Norwegian Business School will rank among the top 20 business schools in Europe**

#### **through**

- Excellent research with impact
- Attractive study programmes
- Outstanding learning experience
- Graduates in high demand

#### **measured by**

- Academic discipline benchmarks
- Market success
- Accreditations
- Financial Times rankings
- Placements of graduates

# Six must Wins (that will enhance...)

## At least four academic disciplines rated among the five best in Europe

- ... International credibility
- ... Faculty impact
- ... Faculty recruitment

## Internationally preferred MSc, EMBA, PhD programmes and graduates

- ... International visibility
- ... Student impact on business practice
- ... Student recruitment

## Programme delivery in line with high student expectations

- ... Student learning experience
- ... Student learning outcome
- ... Student recruitment





**Distinct BI graduate profile that combines academic strength, skills and values**

- ... Student learning experience
- ... Student employability
- ... Student impact on business practice

**Professional delivery of high-volume undergraduate and executive programmes with high quality and relevance**

- ... Student learning experience
- ... Student learning outcome
- ... Financial viability

**Preferred knowledge partner for business and public sector**

- ... National credibility and impact
- ... Student recruitment
- ... Student employability



# Means to Win (and planned action...)

## Strengthen faculty quality

- ... Target faculty recruitment
- ... Reinforce faculty management with a focus on performance management
- ... Develop PhD programmes as a driving force for BI's academic reputation

## Strengthen programme quality

- ... Increase interaction between faculty, businesses and students in programmes
- ... Improve student and faculty exchange by creating strategic alliances with leading business schools
- ... Increase interaction between faculty, market divisions and quality assurance in programme development

## Strengthen delivery quality

- ... Deliver cutting-edge teaching by stimulating pedagogic development and innovation
- ... Improve learning outcome through more efficient individual follow up
- ... Create an inspirational 1st year experience





### **Strengthen graduate quality**

- ... Enhance MSc and EMBA student recruitment
- ... Integrate skills development, ethical and critical reasoning in programmes' learning objectives
- ... Increase international placement through career services

### **Strengthen relationship quality**

- ... Increase number of internships and scholarships financed by corporate partners
- ... Increase number of chair professors in selected disciplines
- ... Establish programme advisory boards

### **Apply corporate best practices**

- ... Utilise BI's China experience as a template for further internationalisation
- ... Digitalise to increase efficiency
- ... Ensure cross-functional quality



# Implementation

## Strategic alignment, coordination and implementation

### through

- Cross organisational management focus
- Organisational involvement
- Clear priorities and target settings
- Action plans and follow ups
- Cross functional KPIs







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