

[CONTENTS]

Culture and Human Relations 9

Doing Business – Same but Different 10

- ▶ Deal-focused Business Cultures 10
- ▶ Relationship-focused Business Cultures 11
 - Informal vs formal cultures 12
 - Rigid-time vs fluid-time cultures 13
- ▶ Management and Leadership 13
 - Good management 14
 - The good manager – what are the tell-tale signs? 14
 - The miracle of good leadership 14
 - Cultural diversity in management 15
 - The Scandinavian style 16
 - How to deal with cultural clashes 17

Human Relations – Minefield or Playground 19

- ▶ Introductions – a Lesson to be Learnt! 20
 - Angels in disguise 20
 - Seniority matters 21
 - “How fascinating!” 22
- ▶ Norwegian Bluntness – Sometimes a Problem 22
 - Criticism comes in various wrappings 23
 - Proper procedures in business 23
 - “No, sir, you are wrong!” 24
 - Rephrase, regroup, do not reprimand! 24
 - Some useful phrases and openings 25
- ▶ Let’s do it the Norwegian Way! 27
 - Dearest E.T. – if you should come our way ... 27
 - The small tribe next to the North Pole ... 28
 - “Takk for maten” 30
 - Visitors must respect local customs 31
 - Meals, hosts and guests 32
 - The undrainable goblet 33
 - Equality 34
 - Dress codes 34

Social Small Talk – a Very Useful Talent 37

▶ **Conversational Topics Related to Norway and Norwegians 37**

- Topic No 1: Thor Heyerdahl 38
- Topic No 2: Polar adventurers and pioneers 39
- Topic No 3: Norway a small and fresh nation 41
- Topic No 4: Norway and the Nobel Prizes 41
- Topic No 5: Music – new and old musicians 42
- Topic No 6: Literature – modern and classical 43
- Topic No 7: The visual arts 43
- Topic No 8: Artists – mixed class 45

▶ **Sports 47**

- Football 47
- Cricket 49
- Basketball 50
- Baseball 50
- Hockey 51
- Golf – the white virus 52
- Winter sports 54

The United Kingdom and the English-speaking World 58

▶ **The United Kingdom 58**

- The inventors of the Parliamentary system 58
- Education 59
- Music, sports and theatre 60
- British humour 62

▶ **The Americans 64**

- The beginning 64
- The new world and ‘the American Dream’ 64
- An identity crisis and the following rise of ethnic pride 65
- The younger generations 66
- Government and the Constitution 67
- Education 67
- Modern music, literature, dance and films 68
- America and sports 70

▶ **Northern Ireland 73**

- One island – two communities – the split of 1922 73
- The beginning of British influence 73
- Catholic Ireland vs protestant England 73
- The modern conflict 74
- The Unionists and the IRA 75

- ▶ **South Africa – The Reconciliation Miracle** 77
 - Mandela’s last speech to the Parliament 80
 - Nelson Mandela 81
- ▶ **Australia – Just Around the Corner** 84
 - The Aborigines 84
 - The new and liberal community 86
 - Australia – just around the corner! 86

Norway and the World 89

Norway is a Small Country 90

- ▶ **The Scandinavian Welfare State** 91
 - Trade unions 91
 - The welfare state 92
 - National insurance 92
 - Reintroduction of market mechanisms 93
- ▶ **The Norwegian Government** 94
 - Local democracy – counties and municipalities 95
 - Political priorities 96
 - Norwegian political parties 96
 - The Norwegian educational system 98
- ▶ **Svalbard** 100

Architecture – Old and New 103

- ▶ **Medieval Stave Churches – Norway’s Contribution to World Heritage** 103
 - Borgund stave church 103
 - The entrance portals 104
 - Urnes stave church on the UNESCO World Heritage List 104
 - Then they all disappeared – almost 105
- ▶ **Modern Norwegian Architecture** 105
 - Snøhetta: Bibliotheca Alexandrina 105
 - Snøhetta: Norwegian National Opera and Ballet 106
 - Lund Hagem Architects: The new Deichmanske Library 107
 - Various architects: BARCODE 107
 - Biong & Biong and Niels Torp: Hamar Olympic Hall 108

Norway and the Nobel Peace Prize 111

- ▶ **The Nobel Prizes** 111
- ▶ **The Nobel Institute in Oslo** 111
- ▶ **Alfred Nobel – Founder of the Nobel Prizes** 112

New Europe 116

- ▶ **New Europe – and Norway’s Double NO! 116**
 - Current problems 116
 - Background 117
 - The European Coal and Steel Community 117
 - The European Economic Community 117
 - The reunification of Europe 118
 - More EU expansion 118
 - The EEA Grants and Norway Grants 118
 - A multi-lingual union 119
 - The five institutions 121
 - Stability, peace and prosperity 121
 - The Euro – a common currency 121
 - Unity in diversity 122
 - Norway’s double NO! 123

Globalisation 126

- ▶ **Globalisation – the International Angle 126**
 - Globalisation of finance and trade 126
 - Globalisation and the IMF 127
 - Globalisation and the WTO 127
 - Globalisation and the retail trade 129
 - Globalisation and world poverty 130
 - Globalisation and its critics 131
 - The growing inequalities and Fair Trade 132
 - Globalisation and the local angle 133
 - Globalisation and the international funding of local efforts 133
 - The Eastern developments – near and far 134
- ▶ **Global Marketing 135**
 - Disaster at Euro Disney 135
 - Marketing the Big Mac 137
- ▶ **Media Power – Old and New 140**
 - Background and a useful review of the communication flow of the ‘yesteryears’ 140
 - The years of swift and important innovations 141
 - The miracle of the printing press 142
 - Movement and sound 142
 - The role of the press and possible negative developments 143
 - The media and the positive upside of events 143

- The Fourth Estate 144
- The moneymaking media machine 144
- The official secrets act and public trust 145
- The mighty cell phone 145
- Social media – the current new alternative reality 146

▶ **Economics 151**

- A possible definition 152
- Demand and supply 152
- The market 152
- The market price and the market value 153
- Fashion and marketing 154
- The effect of popular people 154
- The market rules! Or not? 154
- Economic terminology 157

Look it up! A Quick Guide 161

Phonetic Symbols 162

How to Chair a Meeting 163

Using the Telephone – Spelling Names 165

Writing – Practice Makes Perfect! 168

- ▶ Business Letters 168
- ▶ Applications and CVs 173
- ▶ Written Summaries 173
- ▶ Reports 175
- ▶ Comments! 179

Using the Internet 180

Language Pitfalls – grammatiska snubletråder (BOKMÅL) 183

Language Pitfalls – grammatiska snubletrådar (NYNORSK) 193

Mathematical Terminology 203

- ▶ Some Mathematical Formulae 203
- ▶ Fractions 203
- ▶ Shapes 204
- ▶ Areas and Volumes 206

Science and Technology 207

Science – the Mother of Technology 208

A true map of the future 208

Is it worth it? 209

The importance of communication for science 210

▶ Physics – the Art of Describing Nature’s Laws 210

Galileo and the conflict with Aristotle – experiments versus belief 211

Isaac Newton and his three laws of motion 211

Science in the 18th and 19th century 214

Modern physics 214

CERN – accelerating science 214

▶ Mathematics – Nature’s Own Language 216

The Greeks 217

Modern mathematics 217

Chaos theory and fractals 218

▶ Chemistry is Everywhere – But What is it? 218

The alchemists 218

A proper science 218

The DNA 219

Technology – the Adaptation of Science 221

▶ Civil Engineering 221

Norway’s wooden architecture – historical background 221

Tunnels 223

▶ Mechanical Engineering 227

New engines – new pollution challenge 227

Safety 230

Hydraulic machines – no air pollution 230

▶ The Maritime Sector 234

Changes at sea 234

Working conditions 236

Safety on board 238

Departure from port 239

▶ Aquaculture and Nutritional Engineering 244

Fish farm history 244

▶ Genetics 248

Dolly the sheep 249

The ultrasound debate 251

The cloning game 251

Nutritional engineering – genetically modified foods 252

▶ **Operational Technology** 256

Automation and robotics 256

Oil – from Norway’s ‘black gold’ to Norway’s ‘carbon capture’ challenge 263

▶ **Products and Design** 270

Personal image building 271

Branding 272

Design and education – qualifications 275

Beloved Blue Planet – our Environmental Worries 277

▶ **Problems** 277

Climate changes and carbon emissions 277

The continued use of fossil fuels 279

The US are moving into renewables 280

The children – champions of tomorrow 280

▶ **Various Sources of Renewable Energy** 281

A new industry 281

Methods and technologies 281

Non-pollutant solutions 282

A list of various renewables 283

Literature – a Selection 287

Hávamál 288

J.R.R. Tolkien: The Hobbit 290

J.R.R. Tolkien: The Lord of the Rings 291

J.K.Rowling: Harry Potter and the Sorcerer’s Stone 292

Douglas Adams: The Hitchhiker’s Guide to the Galaxy: A Trilogy in Five Parts 292

Douglas Adams: The Restaurant at the End of the Universe 293

Terry Pratchett: The Colour of Magic 294

Suzanne Collins: The Hunger Games 294

Alexander McCall Smith: The No 1 Ladies’ Detective Agency 295

Jeffery Deaver: The Stone Monkey 295

Lee Child: The Killing Floor 296

Harlan Coben: The Woods 297

George R. R. Martin: A Game of Thrones 297

Photo and Text Credits 299