

# Opasraportti

## Kauppatieteiden maisteri (KTM), kv. liiketoiminnan johtaminen 2016-2017 (2016 - 2017)

**Kansainvälisen liiketoiminnan johtamisen** maisteriohjelma pyrkii vastaamaan globalisoituvan talouselämän haasteisiin kouluttamalla kansainvälisiä liiketoiminnan osaajia. Opintojen tavoitteena on yhtäältä, että opiskelija omaksuu eri toimialojen kansainvälistä liiketoimintalogiikkaa käytännössä ja toisaalta, että hän kykenee toimimaan kansainvälisten organisaatioiden asiantuntija- ja johtotehtävissä. Kansainvälisen liiketoiminnan ja johtamisen koulutus sisältää neljä ydintemaa: kansainvälisen liiketoiminnan johtamisen teorit ja konseptit, organisaatio-sovellukset, johtajana toimimisen sekä oman näkemyksen kansainvälisenä johtajana.

Kansainvälisen liiketoiminnan johtamisen maisteriohjelma antaa opiskelijoille monipuoliset valmiudet johtamiseen, uuden luomiseen ja kehittämiseen kansainvälisissä organisaatioissa ja myös uusissa yrityksissä. Koulutuksen erityispiirteenä korostuu johtamisen ja kansainvälisen liiketoiminnan problematiikkojen yhdistäminen erityisesti innovatiivisuuden ja yrittäjyyden näkökulmista. Teoriaa ja käytäntöä sekä sisällöissä että opetusmenetelmissä yhdistävä opetus tarjoaa työkaluja sekä taitoja luoda ja johtaa kasvusuuntautuneita ja osaamisperusteisia liiketoimintoja muuttuvissa ja globaaleissa liiketoimintaympäristöissä. Opintojen aikana opiskelijat osallistuvatkin aktiivisesti pienten ja suurten yritysten toimeksiantojen ratkaisemiseen.

Ammatillisen osaamisen ohella kansainvälisen liiketoiminnan johtamisen maisteriohjelman tavoitteena on antaa riittävät perusvalmiudet alan tieteellisiin jatko-opintoihin sekä tieteellisen tutkimuksen tuottaman tiedon soveltamiseen yritysten kansainvälistymiseen liittyvissä kysymyksissä.

Maisterin tutkinnon suorittuaan opiskelija osaa tuottaa johtamisen ja kansainvälisen liiketoiminnan alan uutta tietoa monikulttuuristen yritysten ja organisaatioiden tarpeisiin. Opiskelija kykenee rakentamaan ja ohjaamaan kasvuorientoitunutta ja kansainvälistä liiketoimintaa menestyksekkäästi. Opiskelija osaa analysoida liikkeenjohdollisia ilmiöitä ja arvioida yritysten käytänteitä käyttäen laaja-alaisesti alan käsitteistöä ja huomioiden erilaisia näkökulmia. Opiskelija osaa asettaa itselleen tavoitteita ja työskennellä itseohjautuvasti tavoitteiden saavuttamiseksi. Opiskelija osaa viestiä ja argumentoida selkeästi, kriittisesti ja analyttisesti käyttäen tutkimuksellista ajattelutapaa. Tutkinto antaa myös hyvät valmiudet jatko-opintoihin.

### Opintojen rakennekaavio 2016-2017

[Kauppatieteiden maisterin \(KTM\) tutkinto, kansainvälisen liiketoiminnan johtaminen](#)

## Tutkintorakenteet

### Kansainvälisen liiketoiminnan johtamisen maisteriohjelma (KTM)

Tutkintorakenteen tila: julkaistu

Lukuvuosi: 2016-17

Lukuvuoden alkamispäivämäärä: 01.08.2016

### Pääaineen opinnot (120 - 130 op)

Moduulissa 2 on mahdollista korvata yksi kv. liiketoiminnan johtamisen opintojakso jollakin seuraavista markkinoinnin opintojaksoista: 721462S Business networks, 721436S Brand management, 721471S Service marketing and management, 721463S Sustainable marketing management, 721675S Supply Chain Management, 721432S Managing customer relationships, 721433S Consumer behavior, 721414S Purchasing and Supplier Relationships, 721435S Market Analysis and Business Intelligence.

Moduulissa 3 on mahdollista korvata opintojakso 723036S Current Issues in International Entrepreneurship Harjoittelulla (721065S Internship).

H635535: Kansainvälisen liiketoiminnan kv-maisteriohjelma, 120 - 130 op

*Moduuli 1*

- 721536S: Leadership and Change, 6 op
- 721537S: Strategizing Practices, 6 op
- 721538S: Internationalization Behaviors, 6 op
- 721556S: Institutional Context of Global Business, 6 op
- 723038S: MNEs, JVs and M&As, 6 op

*Moduuli 2*

- 721561S: Leadership Coaching, 6 op
- 721539S: Cross-cultural Negotiations, 6 op
- 721559S: Venture Growth Strategies, 6 op
- 721540S: Global Business Designing, 6 op
- 721541S: Legal Issues in International Business and Innovation, 6 op

*Moduuli 3*

- 721195S: Advanced Management Control, 6 op
- 721542S: Business Opportunity Creation, 6 op
- 723036S: Current Issues in International Entrepreneurship, 6 op
- 721064S: Methods in Business Research, 6 op
- 721070S: Globally Responsible Business, 6 op

*Moduuli 4*

- 721530S: Kansainvälisen liiketoiminnan johtamisen pro gradu -tutkielma, 30 op

## Opintojaksojen kuvaukset

### Tutkintorakenteisiin kuuluvien opintokohteiden kuvaukset

#### H635535: Kansainvälisen liiketoiminnan kv-maisteriohjelma, 120 - 130 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Yleisopinnot

**Laji:** Kokonaisuus

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opintokohteen kielet:** suomi

*Moduuli 1*

**721536S: Leadership and Change, 6 op**

**Voimassaolo:** 01.08.2014 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Vesa Puhakka

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

721518P Johtajuus ja muutos 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English

**Ajoitus:**

Autumn semester/period A. 1<sup>st</sup> year studies of management and international business.

**Osaamistavoitteet:**

The course enables students to expand their thinking outside the accustomed concepts of leadership and to explore the area of leadership as it will impact and apply in the future to the individual, the group and the whole organization. After the course the students understand and remember key assumptions and components of various leadership models, know how to apply leadership models to real-life situations, are able to relate leadership theories to global business circumstances, understand the personal and social implications of leadership, care about leadership and know how to continue learning about leadership.

**Sisältö:**

This course examines organizational leadership in the context of continuous change. The course offers approaches to leadership and explores it through interplay of theory and practice of the complex, changing and unpredictable world. The main idea introduced is that the practice of leadership in any context requires skills to be responsible for multiple relationships, transactions, and solving conflicts with a variety of different parties – including colleagues, customers, suppliers, competitors, local communities, and international connections.

**Järjestämistapa:**

Face-to-face teaching

**Toteutustavat:**

2 h preliminary exam and reading the course book (altogether 32 h), 20 hours lectures with reflection of lectures (40 h), 16 h study group work and reading the course literature (40 h), writing the assignment reports (22 h). The course includes lectures, study group work and individual work. In addition, the students are required to independently read course literature and prepare for the assignments. Further details will be provided by the responsible person in the first session.

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

no

**Oppimateriaali:**

Northouse, P.G. (2010) Leadership: theory and practice (Sage); Article collection; Lecture materials.  
[Voit tarkistaa kurssikirjojen saatavuuden tästä linkistä.](#)

**Suoritustavat ja arviointikriteerit:**

Assessment will be based on the presence in the lectures, study group work and individual assignments.

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for fail.

**Vastuhenkilö:**

Vesa Puhakka

**Työelämäyhteistyö:**

No

**Lisätiedot:**

The number of students is limited.

**721537S: Strategizing Practices, 6 op**

**Voimassaolo:** 01.08.2001 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Sari Laari-Salmela

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

721554A Strategizing Practices 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English

**Ajoitus:**

Period B. It is recommended to complete the course at the 1st autumn semester of the Master's program.

**Osaamistavoitteet:**

The main objectives are that students after the course know how to analyze strategy as organizational practice and develop and lead strategizing practices supporting the objectives of a business organization. Thus, after the course students are able to compare the process based against the planning based approach to strategy and to analyze what strategic actors do in practice and execute strategizing practices involving the internal micro-practices organizing the strategy.

**Sisältö:**

The purpose of this course is to introduce the contemporary theory of strategic thinking and develop skills to lead the strategy creation process in dynamic business situations. The course will explore the dominant social scientific perspectives used in strategy research and the connections between strategy and organizational management as well as strategy, leadership and new business creation. This approach regards strategy as a social phenomenon – strategy as practice – rather than an analytical technique.

**Järjestämistapa:**

Face-to-face teaching

**Toteutustavat:**

36 hours workshops with reflection (72 h), reading the course literature and writing the report (52 h). The course will be taught in intensive sessions consisting of lecturing and group work. 70 % attendance of sessions is required. Further details will be provided by the responsible person in the first session.

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

Basic and intermediate studies in international business management

**Yhteydet muihin opintoihin:**

No

**Oppimateriaali:**

Whittington, R. What is strategy? And does it matter (Thomson); Michaud, C. & J.-C. Theonig. Making strategy and organization compatible (Palgrave Macmillan); Article collection; Lecture materials.

[Voit tarkistaa kurssikirjojen saatavuuden tästä linkistä.](#)

**Suoritustavat ja arviointikriteerit:**

Assessment will be based on individual learning diary and group assignment (including presentation).

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for a fail.

**Vastuuhenkilö:**

Sari Laari-Salmela

**Työelämäyhteistyö:**

No

**Lisätiedot:**

The number of students is limited.

**721538S: Internationalization Behaviors, 6 op**

**Voimassaolo:** 01.08.2014 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Tuija Mainela

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

721461S Industry and International Business Operations 6.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English

**Ajoitus:**

Period A. It is recommended to complete the course at the 1st autumn semester of the Master's program.

**Osaamistavoitteet:**

Upon completion students will be able to discuss internationalization behaviors of firms from theoretical perspective and describe internationalization theories with respect to their key concepts and assumptions. They will be able to compare the ideas and assess the value of theories and use them in the analysis of international business development of firms. Students demonstrate analytical, academic writing and critical thinking and argumentation skills.

**Sisältö:**

The course introduces theories on internationalization of firms with focus on process models of internationalization, network theory of internationalization, international new venture theory and institutional theory of internationalization. In-class cases are used to practice use of theories in analysis of internationalization behaviors of firms.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

34 hours lectures and case-based workshops with advance preparation and reflection (70 h), independent reading of literature (50 h), writing home exam (40 h).

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

Basic and intermediate studies in international business management

**Yhteydet muihin opintojaksoihin:**

No

**Oppimateriaali:**

Havila, V., Forsgren, M & Håkansson, H. (2002). Critical perspectives on internationalization. Amsterdam, etc.: Pergamon (selected parts). Collection of articles. Lecture materials.

[Voit tarkistaa kurssikirjojen saatavuuden tästä linkistä.](#)

**Suoritustavat ja arviointikriteerit:**

Assessment is based on assignments during the course (pass/fail) and home exam (0-5).

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for a fail.

**Vastuhenkilö:**

Tuija Mainela

**Työelämäyhteistyö:**

No

**Lisätiedot:**

The number of students is limited.

**721556S: Institutional Context of Global Business, 6 op**

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Juha Tuunainen

**Opintokohteen kielet:** englanti

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English.

**Ajoitus:**

Period C in academic year 2016-2017.

**Osaamistavoitteet:**

Upon the completion of this course, the students will have good theoretical understanding of key phenomena related to globalization and international management. They will be able to theoretically understand various social, political, cultural and economic changes of global business environment and decipher their possible impacts on management and organizations. The students will be able to compare different theoretical research approaches of global business analysis and management. After completing the course, the students will be able to critically reflect and recognize current managerial challenges of working in a global context.

**Sisältö:**

Emanating from a socio-political approach to management, the course will introduce different theorizations and conceptualizations of globalization and its impact upon economy, society, regions, and organizations. In particular, the role of human relationships, socio-economic dynamics as well as the role of global institutions will be stressed. Corporate social responsibility will feature as a pivotal element of contemporary business context and practice throughout the course.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

20h hours lectures with reflection (40h), group work and presentations (40h), reading the course literature (40h), writing the project report (40h). The course will be taught in sessions in comprising workshops, lectures and group-work. Further details will be provided during the first lecture.

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

Basic and intermediate studies in international business management

**Yhteydet muihin opintojaksoihin:**

No

**Oppimateriaali:**

Collection of articles listed / provided by the lecturer; lecture material and notes.

**Suoritustavat ja arviointikriteerit:**

Group work and learning diary weighting 50% each.

**Arviointiasteikko:**

The course unit utilizes a numerical scale 1-5. In the numerical scale zero stands for fail.

**Vastuhenkilö:**

Juha Tuunainen

**Työelämäyhteistyö:**

No

**Lisätiedot:**

The number of students is limited.

**723038S: MNEs, JVs and M&As, 6 op**

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Lauri Haapanen

**Opintokohteen kielet:** englanti

**Laajuus:**

6 ECTS credits / 160 hours of work

**Opetuskieli:**

English.

**Ajoitus:**

Period C in academic year 2015-2016. In academic year 2016-2017 the course will be in period B.

**Osaamistavoitteet:**

Upon completion the student will be able to compare and describe different multinational enterprise theories. They can judge the applicability of the theories in dynamic business contexts. The students are able to explain the major changes in enterprise's cross-border strategies using theoretical frameworks and conclude the viable strategies taking into account firm-specific and industry-specific boundaries.

**Sisältö:**

Students completing the course will have an understanding of the theories explaining the behavior of large and geographically dispersed multinational enterprises (MNEs) which are in mature stages of internationalization. Students will familiarize with the transaction cost theory, Dunning's OLI model, resource-based view of the firm and intellectual capital configurations of multinational enterprises. Course addresses specific issues related to the influence of the MNEs over the economy, the determinants of MNEs, the extent and patterns of foreign direct investments (FDIs), and the roles of joint ventures (JVs) and mergers & acquisitions (M&As) in expanding of businesses in foreign countries.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

24 hours lectures with reflection and 12 hours workshop sessions (50 h), reading the course literature (60 h), writing the report (50 h). Students will apply their theoretical knowledge and approaches in an individual course assignment.

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

Basic and intermediate studies in international business management

**Yhteydet muihin opintojaksoihin:**

No

**Oppimateriaali:**

Dunning, J.H. & Lundan, S.M. (2008). Multinational enterprises and the global economy, second edition. Edward Elgar Publishing Limited. Additional collection of articles will be provided during the course.

[Voit tarkistaa kurssikirjojen saatavuuden tästä linkistä.](#)

**Suoritustavat ja arviointikriteerit:**

Assessment is based on given assignments and an individual case report.

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for fail.

**Vastuhenkilö:**

Lauri Haapanen.

**Työelämäyhteistyö:**

No

**Lisätiedot:**

The number of students is limited.

*Moduuli 2*

**721561S: Leadership Coaching, 6 op**

**Voimassaolo:** 01.08.2011 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Vesa Puhakka

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English

**Ajoitus:**

Periods C and D for the 1<sup>st</sup> year master studies.

**Osaamistavoitteet:**

The purpose of the leadership coaching is to help the students to find and strengthen their self-knowledge and self-esteem as well as to find and develop their ways of thinking about leadership and act as leaders. To take part in coaching requires courage to make a step to unknown and meanwhile trust in yourself and others. It helps to find own abilities, beliefs, values, behaviors, habits, actions, conceptions, assumptions, attitudes and to make changes if needed. In addition, it gives new and different experiences to work among other people.

**Sisältö:**



During the course the students will be given tools to understand oneself and to work with other people together as individuals and persons. Students will also study activities to work as leaders and to learn skills to confront different people and different leading situations.

**Järjestämistapa:**

Joint meetings, group work and individual work.

**Toteutustavat:**

40 h collaborative learning activities and teaching methods.

**Kohderyhmä:**

Students in Management and International Business Master's programme

**Esitietovaatimukset:**

None

**Yhteydet muihin opintojaksoihin:**

None

**Oppimateriaali:**

A variety of material will be given during the course.

**Suoritustavat ja arviointikriteerit:**

Assessment focuses on the activity in the joint meetings and in the group work, as well as on the way to work with individual assignment.

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for a fail.

**Vastuhenkilö:**

Hilkka Poutanen

**Työelämäyhteistyö:**

None.

**Lisätiedot:**

The number of students is limited

**721539S: Cross-cultural Negotiations, 6 op**

**Voimassaolo:** 01.08.2014 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** John Meewella

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

723021A Negotiations in Cross-Cultural Contexts 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ECTS / 160 hours of work

**Opetuskieli:**

English

**Ajoitus:**

Periods A and B. It is recommended to complete the course at the 1st autumn semester of the Master's program.

**Osaamistavoitteet:**

Upon completion the student will be able to prepare for, participate in, and lead cross-cultural and international business negotiations. The student will be able to apply different theories, tools and information for analyzing and interpreting cross-cultural negotiation situations. The students will recognize and relate cross-cultural negotiation situations to business strategy and to the cross-cultural and international business context.

**Sisältö:**

The contents of the course cover theories and tools of: How to conduct cultural and technical preparations for cross-cultural negotiations? How to build negotiation strategy and tactics? How dynamics of cross-cultural negotiations can be analyzed in differing cultural settings? and How cross-cultural setting influences to the sales process? Specific attention is paid to major cultural blocks and their special characteristics regarding negotiations.

**Järjestämistapa:**

The course will be held as a face-to-face teaching. Additionally the students need to prepare the negotiation exercise and report independently in groups and conduct the 1-hour negotiation exercise facilitated in front of a lecturer.

**Toteutustavat:**

20 hours lectures with reflection (40h), 16 hours negotiation exercises in class, team work 42 hours, self-study 42 hours. The lectures will be held as a face-to-face teaching and the cross-cultural negotiation exercise will be completed in student groups.

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

Basic and intermediate studies in international business management

**Yhteydet muihin opintojaksoihin:**

no

**Oppimateriaali:**

Hendon, D., Hendon R. & Herbig, P. (1999). Cross-cultural business Negotiations. Quorum books. Ghauri, P.N. & Usunier, J-C. (2003). International Business Negotiations. Elsevier Ltd.

[Check the availability of course material from this link.](#)

**Suoritustavat ja arviointikriteerit:**

Exam and exercises and exercise report prepared in a team.

**Arviointiasteikko:**

1-5. In the numerical scale zero stands for a fail.

**Vastuhenkilö:**

John Meewella

**Työelämäyhteistyö:**

No

**Lisätiedot:**

The number of students is limited.

**721559S: Venture Growth Strategies, 6 op**

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Sakari Sipola

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

ay721559S Venture Growth Strategies 6.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English.

**Ajoitus:**

Period D. It is recommended to complete the course at the 1st spring semester of the Master's program.

**Osaamistavoitteet:**

After the course the student is able to tackle business development challenges both within existing companies and new firms. The student can exploit a series of frameworks and tools for (1) building market understanding and a match between the developed offering and market needs, and (2) organizing the needed resources and competencies for scaling the business at international markets.

**Sisältö:**

The course focuses on building and managing new high-growth ventures by applying the most recent advancements in the field. Practically orientated concepts like lean startup, customer development, design thinking and business model innovation are covered together with different forms of entrepreneurial finance such as angel investing and venture capital.

**Järjestämistapa:**

Face-to-face teaching

**Toteutustavat:**

36 contact hours with reflection (72 h), reading the course literature (50 h), writing the report (38 h). The responsible person will provide further details in the first session.

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

Basic and intermediate studies in international business management

**Yhteydet muihin opintojaksoihin:**

No

**Oppimateriaali:**

Article collection and online material.

**Suoritustavat ja arviointikriteerit:**

Assessment will be based on individual written report and lecture activity.

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for a fail.

**Vastuhenkilö:**

Sakari Sipola

**Työelämäyhteistyö:**

No

**Lisätiedot:**

The number of students is limited.

**721540S: Global Business Designing, 6 op**

**Voimassaolo:** 01.08.2014 -

**Opiskelumoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Sakari Sipola

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English

**Ajoitus:**

Period D. It is recommended to complete the course at the 1st spring semester of the Master's program.

**Osaamistavoitteet:**

The student is able to understand different economic actors and institutions that create the conditions and incentives for building high-risk and high-reward new ventures. After the course the student can analyze economic systems in different geographical contexts structurally and historically from the policy maker and entrepreneurship perspectives.

**Sisältö:**

The course discusses the basic structure of economic actors and institutions ("the rules of the game") that constitute the conditions for entrepreneurship. The focus is especially on high-growth ventures that aim at becoming winners at international markets, and on their role on economic dynamism and growth. Besides the key theories empirical examples are included from economic systems at different geographies (e.g. startup ecosystem).

**Järjestämistapa:**

Face-to-face teaching

**Toteutustavat:**

36 contact hours with reflection (72 h), reading the course literature (50 h), writing the report (38 h). The responsible person will provide further details in the first session.

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

Venture Growth Strategies and Basic and intermediate studies in international business management

**Yhteydet muihin opintojaksoihin:**

No

**Oppimateriaali:**

Article collection and online material.

**Suoritustavat ja arviointikriteerit:**

Assessment will be based on individual written report and lecture activity.

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for a fail.

**Vastuhenkilö:**

Sakari Sipola

**Työelämäyhteistyö:**

No

**Lisätiedot:**

The number of students is limited.

**721541S: Legal Issues in International Business and Innovation, 6 op**

**Voimassaolo:** 01.08.2014 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Pia Hurmelinna-Laukkanen

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

723013A Legal Issues in International Business 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English

**Ajoitus:**

Period C. It is recommended to complete the course at the 1st spring semester of the Master's program.

**Osaamistavoitteet:**

Upon completion of the course, students are able to acknowledge and distinguish legal aspects related to operating in international environment, especially related to innovation activities. They can analyze and explain the contents of central norms. They are able to evaluate the relevant information needed in different legal situations, and apply that knowledge to more practical cases.

**Sisältö:**

The course offers an insight into the diversity that exists within systems of law, and provides an overview of basic legal issues related to business and innovation in international settings. During the course, some conceptual basis of international business law, different legal systems, and legal practicalities are discussed. The connections between innovation, internationalization and legal frameworks are also presented. Legal issues are approached from business point of view, touching areas of law such as contracting, intellectual property rights, competition, human resource management, and marketing.

**Järjestämistapa:**

Face-to-face teaching; alternative independent work

**Toteutustavat:**

Lectures, exercises, discussion meetings and first exam (36 h), Preparation for the discussion meetings and exercises (42 h), reading the course materials and summarizing it (42 h), Preparation for the exam (40 h).

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

Basic and intermediate studies in international business management

**Yhteydet muihin opintojaksoihin:**

None.

**Oppimateriaali:**

Required: Articles given by the teacher. Recommended: August, R.A., Mayer, D. & Bixby, M. (2008 or later). International Business Law – Text, cases and readings or newer.

[Check the availability of course material from this link.](#)

**Suoritustavat ja arviointikriteerit:**

Examination. All exercise assignments need to be passed as a prerequisite.

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for a fail.

**Vastuhenkilö:**

Pia Hurmelinna-Laukkanen and Jenni Myllykoski

**Työelämäyhteistyö:**

None.

**Lisätiedot:**

The number of students is limited.

**721195S: Advanced Management Control, 6 op**

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Sinikka Moilanen

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English.

**Ajoitus:**

Period A. It is recommended to complete the course during the Master's programme's 2<sup>nd</sup> fall semester.

**Osaamistavoitteet:**

Upon the completion of the course students can identify various theoretical perspectives on studying management control systems. Students are able to analyze management accounting and control research with the help of those perspectives, which assists them in their Master's Thesis work. They are also able to combine the research findings to their own experiences and real business life. Students can thus compare the functionality of different accounting control tools and assess the multifaceted influences management accounting and control tools may have on the organization and on people's behaviour.

**Sisältö:**

The organizational and people side of accounting and control systems: how budgeting, transfer pricing, financial and non-financial performance measures may be used to influence, motivate and control what people do in organizations.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures with small group-based exercises 28 h, term paper 63 h, self-study 63 h.

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

Not applicable.

**Yhteydet muihin opintojaksoihin:**

Courses of Management Accounting specialisation

**Oppimateriaali:**

Hopper, T.; Scapens, R. W.; Northcott, D.: Issues in Management Accounting (Chapters 9, 11 and 12), Prentice Hall, 3rd edition (2007); Kaplan, R., Atkinson, A: Advanced Management Accounting: Pearson New International Edition (as applicable), 3rd Edition (2013) A Collection of Articles.

[Check the availability of course material from this link.](#)

**Suoritustavat ja arviointikriteerit:**

Students complete a lecture and literature examination and write a term paper independently or in a group. Both comprise 50% of the final grade. Assessment is based on the learning outcomes of the course unit and the more detailed assessment criteria will be available in the course material. The students may also choose to compensate a part of the exam by participating actively in the lectures.

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for a fail.

**Vastuhenkilö:**

Lecturer Sinikka Moilanen.

**Työelämäyhteistyö:**

Not applicable.

**Lisätiedot:**

The number of students is limited.

**721542S: Business Opportunity Creation, 6 op**

**Voimassaolo:** 01.08.2014 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Xiaotian Zhang

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

721520A Business Opportunity Creation 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English

**Ajoitus:**

Period B. It is recommended to complete the course at the 2nd autumn semester of the Master's program.

**Osaamistavoitteet:**

This course is expected to substitute real life business opportunity creation within simulated workshop settings. At the successful completion of this course, participants shall be able to apply creativity in identifying business opportunities and knowing the methodology of knowledge acquisition on business opportunity identification. Through the in-class practices on opportunities selections, participants will be able to select opportunities that have commercial and market viability.

Participants should also be able to integrate and compose their innate creativity, innovation and entrepreneurial skills to harness ideas through opportunities. In particular, the learners will be able to discriminate between idea engineering workshops and elevator pitch presentations in demonstrating unique value propositions to target audiences in approving or rejecting the merits of an intended venture creation. Participants will also be able to experiment with their own potential ideas as opportunity explorers and measure/judge them from an entrepreneurial perspective. Beside this, an extra theme of "business opportunity creation in emerging markets" will be introduced, so that students may gain understanding of creating business opportunities in emerging economies such as BRICS countries.

**Sisältö:**

This course simulates real life business opportunity creation within workshop settings. The contents of the course including:

- 1) Introduce the basic concepts, historical developments and schools of business creation;
- 2) Illustrate the contemporary methods of business opportunity creation in high growth ventures. The main themes are: i) intellectual and social capital as the generating forces behind opportunity creation; ii) environmental dynamism as the setting providing opportunities for new business; iii) opportunity creation as strategy-making behavior; and iv) performance as the reflection of the value of opportunity created in the market-place.

Participants will follow the learning processes as: pre-course readings (self-studies) → lectures (theoretical background) → creativity and innovation practices → business opportunities brainstorming → elevator pitch presentations and evaluations → team work of developing business ideas → apply business opportunities creation into specific context (emerging markets) → present final results with peer evaluation.

**Järjestämistapa:**

Face-to-face teaching

**Toteutustavat:**

24 hours lectures with reflection (48 h), 12 hours team work sessions (12 h), reading the course literature (20 h), writing the reports (44 h). The course will be taught in intensive sessions consisting of fieldwork, workshops, lectures and team-work. The main method is solution creation to real business situations by using problem-based learning. In order to gain a comprehensive and in-depth understanding of the concepts as well as to develop practical competencies, participants are expected to maintain a minimum of 80% attendance of sessions.

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

Basic and intermediate studies in international business management

**Yhteydet muihin opintojaksoihin:**

No

**Oppimateriaali:**

Article collection, videos, power points and other resources will be provided on Optima.

Timmons, J. A. & Spinelli, S. Jr. (2009). *New Venture Creation: Entrepreneurship for the 21st century*, 8th Edition, McGraw-Hill International Edition.

Gunther McGrawth, R. & I. MacMillan (2000). *The entrepreneurial mindset: strategies for continuously creating opportunity in an age of uncertainty* (Harvard Business School Press).

Lumpkin, G., Hills, G. & Shrader, R. (2001). *Opportunity Recognition (Version 2.0)*. Institute for Entrepreneurial Studies and Department of Managerial Studies. Chicago, Illinois.

Hisrich, R. D., Peters, M. P. & Shepherd, D. A. (2010). *Entrepreneurship*, 8th edition, McGraw-Hill International Edition.

Kuratko, D. F. 2009 *Introduction to entrepreneurship*, 8th edition, South Eastern.

Onetti, A., Zucchella, A., Jones, M. and McDougall-Covin, P (2012) *Internationalization, innovation and entrepreneurship: business models for new technology-based firms*, *Journal of Management and Governance*. 16:337–368

Srivastava, A., Locke, A., and Bartol, K (2001) *Money and Subjective Well-Being: It's Not the Money, It's the Motives*, *Journal of Personality and Social Psychology*.80 (6) 959-971

[Check the availability of course material from this link.](#)

**Suoritustavat ja arviointikriteerit:**

Assessment tasks will comprise of a range of individual and team based activities surrounding idea engineering workshops and elevator pitch/ rocket pitch presentations aligning course contents with real life business opportunity creation models and practices.

Individual elevator/ rocket pitch report 30% (in-class presentation, 1 min)

Team-work presentation 30% (8 min pitch to target audience creatively: CEO, investor, bank, potential users, etc.).

Written exam 40% (5 open questions).

**Arviointiasteikko:**

The course unit utilizes a numerical grading scale 1-5. In the numerical scale zero stands for fail.

**Vastuhenkilö:**

Xiaotian Zhang

**Työelämäyhteistyö:**

No

**Lisätiedot:**

The number of students is limited.

**723036S: Current Issues in International Entrepreneuring, 6 op**

**Voimassaolo:** 01.08.2010 -

**Opiskelumoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** John Meewella

**Opintokohteen kielet:** englanti



**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English.

**Ajoitus:**

Period B and C. It is recommended to complete the course in the 2nd year of the Master's program.

**Osaamistavoitteet:**

After completion of the course, students are able to identify and discuss topics and phenomena of current interest in the field of international entrepreneurship, and international business management in more general. Students are able to analyze the influences of the choices with respect to the research questions, theories and methods on the created knowledge and understanding of various business phenomena. The students are able to report their learning from research-based seminars in a reflective and referenced manner.

**Sisältö:**

The course covers research topics and managerial issues important in the fields of international business and entrepreneurship. It familiarizes the students with current issues in research and management of international business, and thereby provides an opportunity to learn scientific and managerial thinking. Themes are drawn from expertise of the lecturers and research at the department of Management and International Business.

**Järjestämistapa:**

Face-to-face teaching in five four-hour seminars/ workshops (full attendance mandatory). In case of absence maximum of two seminars can be compensated by equivalent seminars with independent work by the student (upon acceptance by the coordinator).

**Toteutustavat:**

Five seminars/workshops with preparation (40 h), reading the course literature (40 h), writing essays for a learning diary (80 h). Full participation in five seminars.

**Kohderyhmä:**

Students of the Master's program in International Business Management

**Esitietovaatimukset:**

Basic and intermediate studies in international business management

**Yhteydet muihin opintojaksoihin:**

No

**Oppimateriaali:**

Seminar materials assigned by lecturers and partly chosen by students independently.

**Suoritustavat ja arviointikriteerit:**

Learning diary consisting of reflective essays on five seminars and related readings and a concluding essay bringing together the learnings from the course as a whole.

**Arviointiasteikko:**

The course unit utilizes a grading Fail/Pass.

**Vastuhenkilö:**

Sauli Pajari (coordinator); professors/experts.

**Työelämäyhteistyö:**

No.

**Lisätiedot:**

The number of students is limited.

**721064S: Methods in Business Research, 6 op**

**Voimassaolo:** 01.08.2014 -

**Opiskelumoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Juha Tuunainen

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

721063A Tutkimusmenetelmät 8.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English

**Ajoitus:**

Period A. It is recommended to complete the course at the 2nd autumn semester of the Master's program.

**Osaamistavoitteet:**

Upon completion of this course, the students will be able to plan and conduct scientific research in the fields of marketing, business and organizations, and report research results so achieved. In particular, the students will gain knowledge of how to apply social scientific ideas, concepts and methods so as to produce new scientific knowledge. The focus of the course will be on building capacity to independently apply qualitative research methodology, in addition to which the students will also gain good understanding of research done by using quantitative methods. After completing the course, the students will also understand basic principles of ethics of science.

**Sisältö:**

Lectures and group work will cover the following themes: 1) research process as a whole, 2) ethics of science, 3) research planning, 4) research approaches and design, 5) literature review, 6) data collection, 7) data analysis, 8) drawing conclusions and 9) scientific writing.

**Järjestämistapa:**

Face-to-face teaching

**Toteutustavat:**

36 h lectures and group exercises, group work (55 h), self-study (69 h) including preparing for lectures and group exercises.

**Kohderyhmä:**

Students of the Master's program in Marketing and International Business Management

**Esitietovaatimukset:**

Basic and intermediate studies in Marketing or in International Business Management should have been completed.

**Yhteydet muihin opintojaksoihin:**

The course is an independent entity and does not require additional studies carried out at the same time.

**Oppimateriaali:**

The course book, article collection and other material appointed by the teachers of the course.

**Suoritustavat ja arviointikriteerit:**

Lectures and group exercises. The assessment of the course is based on the learning outcomes of the course.

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for a fail.

**Vastuhenkilö:**

Associate Professor Juha Tuunainen.

**Työelämäyhteistyö:**

No

**Lisätiedot:**

The number of students is limited.

**721070S: Globally Responsible Business, 6 op**

**Voimassaolo:** 01.08.2014 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opettajat:** Anne Keränen

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

ay721070S Globally Responsible Business (AVOIN YO) 6.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 credits / 160 hours of work

**Opetuskieli:**

English

**Ajoitus:**

Period C. It is recommended to complete the course during the Master's programme's 1<sup>st</sup> spring semester.

**Osaamistavoitteet:**

Upon completion of the course, students are able to demonstrate detailed knowledge of responsible behaviors in global and local business from the viewpoint of their major discipline. The students are able to work in multidisciplinary groups and create a collective approach for uniting economic with socially and environmentally responsible bottom lines within a global business context.

**Sisältö:**

The course deals with the diversity of contemporary business issues related to sustainability and responsibility when operating in the global marketplace. Based on the triple-bottom-line concept students are introduced to theoretical and practical perspectives from the disciplines of accounting, economics, finance, management/international business and marketing. Students learn to detect, analyze, and create different approaches of how to globally and locally achieve social and environmental goals in addition to economic objectives of a business.

**Järjestämistapa:**

Online.

**Toteutustavat:**

Online study methods supported by face-to-face meetings. Participating face-to-face teaching is voluntary. Independent study of the given material 90 h and group work 60 h.

**Kohderyhmä:**

Students from all OBS Master's programmes.

**Esitietovaatimukset:**

30 ect's (5 Master level courses).

**Yhteydet muihin opintoihin:**

-

**Oppimateriaali:**

Chandler, D. & Werther, W.B.Jr. (2014): Strategic Corporate Social Responsibility. Stakeholders, Globalization, and Sustainable Value Creation. Third Edition. Sage Publications. Articles and materials provided by the course instructors.

[Check the availability of course material from this link.](#)

**Suoritustavat ja arviointikriteerit:**

Individual and group reports.

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for a fail.

**Vastuhenkilö:**

Jan Hermes and Prof. Pauliina Ulkuniemi.

**Työelämäyhteistyö:**

no

**Lisätiedot:**

The course is available and obligatory for OBS Master level students.

*Moduuli 4***721530S: Kansainvälisen liiketoiminnan johtamisen pro gradu -tutkielma, 30 op**

**Voimassaolo:** 01.08.2014 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Lopputyö

**Vastuuyksikkö:** Oulun yliopiston kauppakorkeakoulu

**Arvostelu:** 1 - 5, hyv, hyl

**Opintokohteen kielet:** suomi, englanti

**Laajuus:**

30 credits/ 800 hours

**Opetuskieli:**

English. Master's thesis can be written in Finnish or in English.

**Ajoitus:**

Periods A-D on the 2nd year of master's studies.

**Osaamistavoitteet:**

Students can choose and apply appropriate research methods to produce new knowledge and to apply that knowledge to typical business decision-making problems. Students are able to conduct scientific research and make reasonable recommendations for solving business and economic problems.

Students demonstrate deep and coherent understanding of an academic field of study within their own major. Students are able to demonstrate knowledge of the theories, concepts, frameworks and empirical findings of their discipline. Students understand the connections between various theories in the chosen discipline.

Students will demonstrate deep understanding of their own profession, and are able to use, process and analyze economic and/or business information. Students understand various business processes and operations, and causal connections between them.

Students are able to express their ideas effectively and analytically, both in oral and written form.

**Sisältö:**

During the master's thesis work students participate in seminar sessions in which they present and report the status and advancement of their work. In the seminars they receive guidance and feedback on how to proceed in and complete their research report.

**Järjestämistapa:**

Face-to-face teaching in seminar sessions.

**Toteutustavat:**

Seminar sessions. Students prepare and present three reports during the course: 1) Topic analysis report, 2) Intermediate report and 3) Manuscript. The works starts with a kick-off session and the progress and timing of the sessions is agreed on in the kick-off session.

**Kohderyhmä:**

Students of the Master's program in Accounting, Finance, Economics, International Business Management or Marketing.

**Esitietovaatimukset:**

723020A Bachelor's Thesis

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Scientific articles and other theoretical and empirical materials collected by the students for their individual study.

**Suoritustavat ja arviointikriteerit:**

Examination through written research report and performance in execution of the research process.

**Arviointiasteikko:**

The course utilizes a numerical grading scale 1-5. In the numerical scale zero stands for fail.

**Vastuuhenkilö:**

Professors

**Työelämäyhteistyö:**

no

**Lisätiedot:**

Open only to students of the Master's programs in Accounting, Business Administration, Finance, Economics, International Business Management or Marketing.