

# Opasraportti

## TaTK - Management 2012-2013 (2012 - 2013)

The degree programme in Management and International Business has two majors: Management and International Business. The programme aims to give students the tools needed in managing, creating and developing various kinds of business organizations, also new ventures. Management's teaching provides theoretical and practical tools and skills to create and manage growth oriented, knowledge based business in dynamic and global business environments.

Companies are moving from the principles of governing and defending their territories to continually running the creation of new businesses. Business dynamism is changing the required skills; from managing of existing businesses more efficiently towards leading the creation of newness value. We develop our students' skills to create high-growth businesses. Central topics are (1) the creation and management of new business; (2) managing knowledge, learning and competencies; (3) the globalization of organizations, change and growth; (4) organizational creativity and strategic principles. Management's teaching provides theoretical and practical tools and skills to create and manage successfully high growth oriented, technology based business in dynamic business environments.

### Degree structure

#### Basic studies (ECTS):

721511P Foundations of Management	5
721519P Strategic Management	5
721518P Leadership and Change	5
723011P Cross-Cultural Business Communications	5
723022P International Business Operations	5

#### Intermediate studies:

In addition to basic studies:

721517A Seminar in Management 10

In addition, at least 25 ECTS worth of the following:

721520A Business Opportunity Creation	5
721554A Strategizing Practices (formerly Strategy and Management)	5
721513A Human Resource Management	5
723027A International Project	5
723021A Cross-Cultural Negotiations	5
721005A Additional Studies in Management	5
721241A Harjoittelu (Internship)	5

#### Advanced studies:

721550S Master's Thesis in Management 30

In addition, at least 30 ECTS worth of the following:

721554A Business Model Development	6
------------------------------------	---

721559S Venture Growth Strategies	6
721560S Team Building	6
721535S Competence and Knowledge Management	6
721556S Globalization and International Management	6
721551S Current Issues in Management	6
721558S Entrepreneurship Theory and Practice	6
721561S Johtajuusvalmennus	6
723035S International Sales	6
723034S International Business Development	

## Tutkintorakenteisiin kuulumattomat opintokokonaisuudet ja -jaksot

721005A: Additional Courses in Management, Intermediate Level, 0 op  
 721554S: Business Model Development, 6 op  
 721520A: Business Opportunity Creation, 5 op  
 721063A: Business Research Methods, 8 op  
 721535S: Competence and Knowledge Management, 6 op  
 721551S: Current Issues in Management, 6 op  
 721558S: Entrepreneurship Theory and Practice, 6 op  
 721241A: Field Project, 5 op  
 721511P: Foundations of Management, 5 op  
 721556S: Globalization and International Management, 6 op  
 721513A: Human Resource Management, 5 op  
 721518P: Leadership and Change, 5 op  
 721550S: Master's Thesis in Management, 30 op  
 721517A: Seminar / Bachelor's Thesis in Management, 10 op  
 721555S: Special Issue in Management, 6 op  
 721519P: Strategic Management, 5 op  
 721554A: Strategizing Practices, 5 op  
 721560S: Team Building, 6 op  
 721559S: Venture Growth Strategies, 6 op

## Opintojaksojen kuvaukset

### Tutkintorakenteisiin kuulumattomien opintokokonaisuuksien ja -jaksojen kuvaukset

#### **721005A: Additional Courses in Management, Intermediate Level, 0 op**

**Opiskelumuoto:** Intermediate Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** Vesa Puhakka

**Opintokohteen kielet:** Finnish

**Voidaan suorittaa useasti:** Kyllä

**ECTS Credits:**

5 ects.

**Language of instruction:**

English.

**Timing:**

Not defined. To be agreed with the responsible person.

**Learning outcomes:**

Agreed with the responsible person.

**Contents:**

This course may consist of equivalent studies completed in other faculties or universities.

**Learning activities and teaching methods:**

Not defined. Agreed with the responsible person.

**Recommended or required reading:**

Agreed with the responsible person.

**Assessment methods and criteria:**

Not defined.

**Grading:**

1-5.

**Person responsible:**

Vesa Puhakka.

**721554S: Business Model Development, 6 op**

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** John Meewella

**Opintokohteen kielet:** English

**ECTS Credits:**

6 ects.

**Language of instruction:**

English.

**Timing:**

Period C.

**Learning outcomes:**

This course is expected to prepare the learners in pursuing entrepreneurial pathways of business modeling, business planning and funding applications. At the successful completion of this course, participants should be able to self-assess and recommend suitable business models and illustrate to various stakeholder groups the merits of a chosen business model. Specifically, the learners will be able to design various business models surrounding existing business opportunities, invent new paradigms for emerging future markets and demonstrate their ability to 'think outside the box' and in simulated environments, connect with real world entrepreneurial settings.

**Contents:**

Business model could be described as the totality of how a company selects its customers, defines and differentiates its offerings, defines the tasks it will perform itself and those it will outsource, configures its resources, goes to the market, creates value for customers and captures profits. The main themes of the course are the following: i) mapping the past to understand the current business situation and the critical elements that need to be developed (entrepreneurial story, business analysis, business model and ecosystem visualization, and VC feedback); ii) new model building to develop a new mindset and tools for business building (improved value proposition and business model, opportunity research, value proposition development, design of capability building, business model development, pitch and story); and iii) getting results (implementing the new model and tools, making changes visible, and reflection on the process).

**Mode of delivery:**

Face-to-face teaching.

**Learning activities and teaching methods:**

24 hours lectures with reflection (48 h), workshop sessions (8h), team work (30 h), reading the course literature (30 h), writing the report (44 h). The course will be taught in intensive sessions consisting of field work, workshops, lectures and teamwork. 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 70% attendance of sessions.

**Target group:**

Students with management and international business majors.

**Prerequisites and co-requisites:**

Foundations of Management and Business Opportunity Creation courses are mandatory as previous studies.

**Recommended or required reading:**

Article collection, videos, power points and other resources will be provided on Optima. Gunther McGrawth, R. & I. MacMillan (2000). The entrepreneurial mindset: strategies for continuously creating opportunity in an age of uncertainty (Harvard Business School Press).

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. Martin, R. (2009). The design of business: why design thinking is the next competitive advantage (Harvard Business Press).

McGrath, R. G. & MacMillan, I. (2000). The entrepreneurial mindset: Strategies for continuously creating opportunity in an age of uncertainty, Harvard Business School Press.

Osterwalder A. & Y. Pigneur: Business model generation: A handbook for visionaries, game changers, and challengers (deluxe version).

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

Timmons, J. A., Zacharakis, A. & Spinelli, S. (2004). Business Plans That Work: A guide for small business, McGraw-Hill. Weber, A. (2005). Data-driven business models, Thomson.

Check availability from [here](#).

**Assessment methods and criteria:**

Assessment tasks will comprise of a range of individual and team based activities aligning course contents with techniques of how to model around the real life business opportunities originally created within organizations on an ad-hoc basis or through idea engineering workshops.

Team reflective learning diary 30%

- align with creativity-innovation-entrepreneurship: idea engineering through business modeling

Team real-company business model presentation 30%

- market/communicate new model with convincing arguments, class mini-presentations included above

Team real-company business model report 40%

- analyze and recommend new BM or create unique BM

**Grading:**

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

**Person responsible:**

John Meewella.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.

## 721520A: Business Opportunity Creation, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Intermediate Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** John Meewella

**Opintokohteen kielet:** English

**ECTS Credits:**

5 ect.

**Language of instruction:**

English.

**Timing:**

Period B.

**Learning outcomes:**

At the successful completion of this course, participants should be able to integrate and compose their innate creativity, innovation and entrepreneurial skills to harness ideas through opportunities. Specifically, 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.

**Contents:**

This course simulates real life business opportunity creation within workshop settings. It could be proposed that new business creation is the ultimate task of knowledge-based companies in the postmodern economy. This course aims at introducing, firstly, the basic concepts, historical developments and schools of business creation and, secondly, 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 behaviour; and iv) performance as the reflection of the value of opportunity created in the market-place.

**Mode of delivery:**

Face-to-face teaching.

**Learning activities and teaching methods:**

24 hours lectures with reflection (48 h), workshop sessions and team work (28 h), reading the course literature (20 h), writing the reports (77 h). The course will be taught in intensive sessions consisting of field work, 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 70% attendance of sessions.

**Target group:**

Students with management and international business majors.

**Prerequisites and co-requisites:**

Foundations of Management course is mandatory as previous studies.

**Recommended optional programme components:**

-

**Recommended or required reading:**

Article collection, videos, power points and other resources will be provided on Optima. GuntherMcGrawth, R. & I. MacMillan (2000). The entrepreneurial mindset: strategies for continuously creating opportunity in an age of uncertainty (Harvard Business School Press).

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.

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

Check availability from [here](#).

**Assessment methods and criteria:**

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. Team reflective learning diary 30% (align with creativity-innovation-entrepreneurship: idea engineering); Team idea engineering workshop & 1,000 ideas report 30% (highlight 100 ideas surrounding a personal intra- or entrepreneurial case); Team elevator/rocket pitch report 20%; (1-2 page report pitched to target audience creatively: CEO, investor, bank etc.); Team elevator/rocket pitch 20%: (60-180 seconds pitch to target audience creatively: CEO, investor, bank etc.).

**Grading:**

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

**Person responsible:**

John Meewella.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.

**Voimassaolo:** 01.08.2011 -

**Opiskelumuoto:** Intermediate Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** Jouni Juntunen

**Opintokohteen kielet:** Finnish

**Voidaan suorittaa useasti:** Kyllä

## **721535S: Competence and Knowledge Management, 6 op**

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** Tuija Lämsä

**Opintokohteen kielet:** English

### **ECTS Credits:**

6 ect.

### **Language of instruction:**

English.

### **Timing:**

Period A.

### **Learning outcomes:**

The course gives in-depth knowledge to understand the relation between scientific knowledge production and competence in the context of organization. After the course the students know how to identify and analyze different knowledge and know-how flows and processes within a globalized and networked environment of organizations, and what are their meaning and role in the success of organization.

### **Contents:**

The aim of the course is to give an up-to-date picture of the various approaches and theories of knowledge management and managing strategic competence. The module discusses the latest competence and knowledge management models, and identifies the main tools and practices applied in modern organizations. Theories of competence management and knowledge management are examined.

### **Mode of delivery:**

Face-to-face teaching.

### **Learning activities and teaching methods:**

18 hours of lectures with reflection (36 h), workshop sessions (10 h), reading the course literature (54 h), writing the report (60 h). Lectures and seminar working. The programme actively uses people from industry, business, and the public sector, who are brought into the teaching. The course will use a series of selected but related cases in order to have the students participate in discussions in class. Further details will be provided by the responsible person in the first session.

### **Target group:**

Students with management and international business majors.

### **Prerequisites and co-requisites:**

Courses 721519P Strategic Management and 721554A Strategizing Practices.

### **Recommended optional programme components:**

-

### **Recommended or required reading:**

Nonaka, I. & H. Takeuchi (1995). Knowledge creating company (Oxford); Lecture material; Article collection

Check availability from [here](#).

### **Assessment methods and criteria:**

Assessment will be based on case working and the individual research paper on the subject. Further details will be provided by the responsible person in the first session.

**Grading:**

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

**Person responsible:**

Tuija Lämsä.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.

## 721551S: Current Issues in Management, 6 op

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** Ruopsa, Jukka Kullervo

**Opintokohteen kielet:** English

**ECTS Credits:**

6 ects.

**Language of instruction:**

English.

**Timing:**

Period B.

**Learning outcomes:**

Upon completion the student is able to achieve knowledge on specific topics of current interest in management field.

**Contents:**

The course covers a variety of current research topics and managerial issues important in the field of management. It familiarizes the student with current trends in research and thereby provides an opportunity to learn scientific and managerial thinking.

**Mode of delivery:**

Face-to-face teaching, seminar working.

**Learning activities and teaching methods:**

Lectures and seminar sessions. Further details will be provided by the responsible person in the first session.

**Target group:**

Students with management major.

**Prerequisites and co-requisites:**

-

**Recommended optional programme components:**

-

**Recommended or required reading:**

The seminar materials assigned by lecturer.

**Assessment methods and criteria:**

Assessment will be based on attendance in lectures and seminars, and reporting own learning in a written diary of seminars.

**Grading:**

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

**Person responsible:**

Professor of management.

**Working life cooperation:**

-

**Other information:**

Open only to students with Management as the major subject.

## 721558S: Entrepreneurship Theory and Practice, 6 op

**Voimassaolo:** 01.08.2007 -

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opintokohteen kielet:** English

### **ECTS Credits:**

6 ects.

### **Language of instruction:**

English.

### **Timing:**

Period D.

### **Learning outcomes:**

The main objectives are that students know how to analyze entrepreneurship as practice, which creates new economical activity, and develop these practices that would renew economical landscape. Thus, after the course students should understand what kind of economic behaviour entrepreneurship is in the postmodern economy, understand how entrepreneurs and enterprises could be supported and developed in the turbulent markets and to be able to develop a conceptual framework for the purpose of their thesis.

### **Contents:**

Entrepreneurship is creative activity in which new business is created without knowing precisely what the goal is or what is the initial situation, but still new activity is created. The core to entrepreneurship is creating new opportunities for business and implementing them relevant to the contexts in which they take place. This course gives students an opportunity to develop an awareness of the role of entrepreneurship in the economy and society. The subject is oriented at the study of new venture creation rather than training the student to start and manage a small firm itself.

### **Mode of delivery:**

Face-to-face teaching.

### **Learning activities and teaching methods:**

16 hours lectures with reflection (32 h), reading the course literature (68 h), writing the report (60 h). An individual assignment based on student's proposal.

### **Target group:**

Students with management and international business majors.

### **Prerequisites and co-requisites:**

Foundations of Management and Business Opportunity Creation courses are mandatory as previous studies.

### **Recommended or required reading:**

Hjorth, D. Rewriting entrepreneurship for a new perspective on organizational creativity. Copenhagen, CBS Press; Lerner, J. Boulevard of broken dreams: Why public efforts to boost entrepreneurship and venture capital have failed - and what to do about it; Article collection.

Check availability from [here](#).

### **Assessment methods and criteria:**

Assessment will be based on the individual research paper on the subject. Further details will be provided by the responsible person in the first session.

### **Grading:**

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

### **Person responsible:**

Antti Kauppinen.

### **Working life cooperation:**

-

### **Other information:**

The number of students is limited.

## 721241A: Field Project, 5 op

**Opiskelumuoto:** Intermediate Studies



**Laji:** Practical training

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opintokohteen kielet:** Finnish

**Status:**

Optional.

**ECTS Credits:**

5 ects.

**Language of instruction:**

Free.

**Timing:**

Free.

**Learning outcomes:**

The student gains work experience that is related to his/her studies and which supports career plans.

**Contents:**

Objective of the internship (field project) is to familiarize oneself with economic life, to create business contacts and to become acquainted for example with economic analysis or bearing of economic responsibility in practice. A suitable internship position involves, for example, performing the following tasks:

- production, analysis or interpretation of economic information
- writing reports on economic issues
- participating in economic research projects
- familiarizing oneself with accounting software
- being responsible for carrying out economic activities
- carrying out management responsibilities
- familiarizing oneself with economic life of foreign countries
- participating in making economic decisions
- conducting marketing research

**Assessment methods and criteria:**

For internship approval the following documents should be submitted to Oulu Business School's study office:

- a) official certificate from the employer
- b) at least three-page long report, containing:
  - detailed and clear description of tasks carried out
  - description of working methods
  - written material produced during the internship
  - self-assessment of learning during the internship
  - possible supplementary attachments

Please label the documents as "Internship report".

**Grading:**

Pass/fail

**Person responsible:**

The professor(s) of the major.

## 721511P: Foundations of Management, 5 op

**Opiskelumuoto:** Basic Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** Vesa Puhakka

**Opintokohteen kielet:** English

**Leikkaavuudet:**

ay721511P Foundations of Management (OPEN UNI) 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**ECTS Credits:**

5 ects.

**Language of instruction:**

English.

**Timing:**

Period A.

**Learning outcomes:**

After the course students recognize the basic concepts, historical developments and schools of management. The course aims to develop the basic managerial capabilities of students in three ways: through developing their skills as effective learners by enabling them to analyze their learning processes and creating their own personal development plan, by ensuring that they can effectively interact with others, and through developing their skills as reflective practitioners by exploring the ways in which management theory can be used to enhance management practice.

**Contents:**

The course considers the practice of contemporary management and the ways in which management has evolved. The intention is to develop understanding of the challenges facing today's managers by introducing the historical developments of management thinking, a range of essential concepts and to equip the student with the skills to think critically and creatively about management.

**Mode of delivery:**

Face-to-face teaching.

**Learning activities and teaching methods:**

20 hours lectures with reflection (40 h), reading the course literature (40 h), team work and group exam (53 h). The course will be taught in intensive sessions consisting of field work, workshops, guest lectures and group-work. 70 % attendance of sessions is required. 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.

**Target group:**

Students of Management.

**Prerequisites and co-requisites:**

-

**Recommended optional programme components:**

-

**Recommended or required reading:**

Clegg, S., M. Kornberger & T. Pitsis (2008). Managing and organizations. An introduction to theory and practice. Sage, London; Article collection.

Check availability from [here](#).

**Assessment methods and criteria:**

Assessment will be based on group exam and group assignment.

**Grading:**

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

**Person responsible:**

Vesa Puhakka.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.

## **721556S: Globalization and International Management, 6 op**

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** Anniina Rantakari

**Opintokohteen kielet:** English

**ECTS Credits:**

6 ects.

**Language of instruction:**

English.

**Timing:**

Period B.

**Learning outcomes:**

The course provides understanding of the contemporary state of global economic order. After completing this course the students are able to critically reflect and recognize current managerial challenges of global working context. The course focuses on the impacts of the different financial and socio-political actors in a global business environment. The students create both a socially and practically oriented perception of global business context. The students are also able to compare different research approaches of global business analysis.

**Contents:**

Emanating from a socio-cultural approach to international management, the course will introduce different conceptualizations of globalization and its impact upon economy, society, regions, and organizations. In particular, the role of human relationships, socio-economic trajectories as well as different values systems and local traditions as constitutive of global international management will be stressed. Sustainability will feature as a pivotal element of contemporary management strategy and practice throughout the module.

**Mode of delivery:**

Face-to-face teaching.

**Learning activities and teaching methods:**

20 hours lectures with reflection (40 h), team work and presentation (40 h), reading the course literature (40 h), writing the project report (40 h). The course will be taught in intensive sessions in comprising of workshops, lectures and group-work. Attendance of lectures is mandatory. Further details will be provided by the module leader during the first session.

**Target group:**

Students with management and international business majors.

**Prerequisites and co-requisites:**

Leadership and change and Human resource management courses are mandatory as previous studies.

**Recommended optional programme components:**

-

**Recommended or required reading:**

Collection of articles listed/provided by the lecturer; Lecture notes.

**Assessment methods and criteria:**

Group presentation and project report each carrying 50% of the weight.

**Grading:**

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

**Person responsible:**

Anniina Rantakari.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.

**721513A: Human Resource Management, 5 op**

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Hilikka Poutanen

Opintokohteen kielet: English

**ECTS Credits:**

5 ects.

**Language of instruction:**

English.

**Timing:**

Period D.

**Learning outcomes:**

Upon the completion of the course the students are able to define and analyze the generic HRM functions. The students are able to apply the competencies acquired in the context of HRM work.

**Contents:**

The course reviews generic functions of HRM and guides the students to understand the meaning of HRM work in organizations. A critical and praxis-oriented approach to HRM is emphasized.

**Mode of delivery:**

Face-to-face teaching.

**Learning activities and teaching methods:**

12 hours lectures with reflection (24 h), team work (20 h), reading the course literature (40 h), writing the report (50 h). The course will be taught in lectures in comprising of the study group work and the individual work.

Attendance to lectures is mandatory. In addition, the students are required to independently read course literature and prepare for the assignments. Further details will be provided during the first session.

**Target group:**

Students of management and international business.

**Prerequisites and co-requisites:**

Leadership and Change course is mandatory as previous studies.

**Recommended or required reading:**

Karen Legge: 'Human Resource Management', Derek Torrington, Laura Hall & Stephen Taylor: 'Human Resource Management'; Article collection; Lecture notes.

Check availability from [here](#).

**Assessment methods and criteria:**

The presence in lectures, the study group work and the individual assignment.

**Grading:**

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

**Person responsible:**

Hilkka Poutanen.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.

**721518P: Leadership and Change, 5 op**

**Opiskelumuoto:** Basic Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** Hilkka Poutanen

**Opintokohteen kielet:** English

**Leikkaavuudet:**

ay721518P Leadership and Change (OPEN UNI) 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**ECTS Credits:**

5 ects.

**Language of instruction:**

English.

**Timing:**

Period C.

**Learning outcomes:**

The course enables students to expand their thinking outside the present concepts and explore the area of leadership as it will impact and apply in the future to the individual, the group, the organization and an industry. After the course the student will develop an understanding for leadership abilities, attributes, skills and principles for success in today's complex organizations, in a complex and dynamic environment. The student comprehends the dynamic interplay between leadership, organization and change, and the organizations' tension between efficiently utilizing their resources on one hand and innovating and introducing change on the other hand.

**Contents:**

This course examines organizational leadership in the context of continuous change. The course offers focal approaches to leadership and explores it systematically through interplay of theory and practical cases in a complex, changing, and unpredictable world. The main idea introduced is that the practice of effective leadership in any context requires management of multiple relationships, transactions, and even conflicts with a variety of different parties – including colleagues, customers, suppliers, competitors, and local communities.

**Mode of delivery:**

Face-to-face teaching.

**Learning activities and teaching methods:**

12 hours of lectures with reflection on lectures (24 h), team work (12 h), reading the course literature (40 h), writing the report (57 h). The programme uses visiting speakers from industry, business, and the public sector. 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.

**Target group:**

Students of management and international business.

**Prerequisites and co-requisites:**

-

**Recommended optional programme components:**

-

**Recommended or required reading:**

Northouse, P.G. Leadership: theory and practice (Sage); Article collection; Lecture material.

Check availability from [here](#).

**Assessment methods and criteria:**

Assessment will be based on individual exam and group assignment.

**Grading:**

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

**Person responsible:**

Hilkka Poutanen.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.

## 721550S: Master's Thesis in Management, 30 op

**Opiskelumuoto:** Advanced Studies

**Laji:** Diploma thesis

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opintokohteen kielet:** Finnish, English

**ECTS Credits:**

30 ect.

**Language of instruction:**

English.

**Timing:**

Periods A-D.

**Learning outcomes:**

The objective of studies related to the Master's thesis is to provide the students with skills and competences required in acquiring scientific knowledge independently, planning and formulating research questions and approaches, and applying these skills and competences during the process of creating a master's thesis. The

whole process aims to develop students' skills in independent, problemsolving oriented, analytical, and scientific thinking and reporting.

**Contents:**

The students participate in seminars the objective of which is to report on the advancement of the master's thesis work and to receive guidance and feedback on the master's thesis work.

**Learning activities and teaching methods:**

Seminar sessions. The students are required to present three separate reports:

- 1) Topic analysis (2-3 pages),
- 2) Intermediate report (20- 30 pages), and
- 3) Manuscript (60-90 pages).

The work starts with a kick-off session and the progress and timing of the sessions is agreed in the kick-off.

**Recommended optional programme components:**

Intermediate studies in management are mandatory as previous studies.

**Recommended or required reading:**

Will be given during the course.

**Assessment methods and criteria:**

Seminars and individual/group counselling.

**Grading:**

1-5.

**Person responsible:**

Vesa Puhakka.

**Other information:**

The number of students is limited.

## 721517A: Seminar / Bachelor's Thesis in Management, 10 op

**Opiskelumuoto:** Intermediate Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** Tuija Lämsä

**Opintokohteen kielet:** Finnish

**Required proficiency level:**

Basig studies in Management.

**ECTS Credits:**

10 ects.

**Language of instruction:**

English.

**Timing:**

Periods B-D.

**Learning outcomes:**

After the course the student will be able to independently plan, conduct and report a scientific research in the area of management and organization, and in international business. The student will have an overview of the philosophy of science and understand the research methodology and practices. The student is also able to look for relevant source material and is able to analyse and evaluate it critically. He/she is able to formulate a clear and consistent research of a certain, restricted theme.

**Contents:**

During seminars each student will write and present a research paper on chosen topic in order to practise research skills, writing skills and presentation skills. Student also get acquaint him/herself with the basics of scientific acquisition of information and the central databases in economics and business administration.

**Learning activities and teaching methods:**

Students will analyze earlier research papers in small groups. Student's individual research will start with an idea paper, followed by the final paper. The final papers will be presented in small groups, in which students will also be appointed as an opponent. Lectures organized jointly with International business. The introduction lectures are mandatory, other seminars require 70% attendance.

**Recommended or required reading:**

Bryman A. & Bell E. (2003). Business research methods (Oxford University Press); Ohjeita opinnäytetyöskentelyyn –opintomoniste (2009); Luentomateriaali. Check availability from [here](#).

**Assessment methods and criteria:**

Lectures and seminars. Assessment is based on the activity of participation in the seminars and on the presented research paper. When the seminar report is published as Bachelor's thesis, it must be published in a hard covered format according to the instructions of the Faculty, and the student is required to pass a maturity examination.

**Grading:**

1-5.

**Person responsible:**

Tuija Lämsä and Antti Vähäkangas.

**Other information:**

The number of students is limited.

## 721555S: Special Issue in Management, 6 op

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opintokohteen kielet:** English

**ECTS Credits:**

6 ects.

**Language of instruction:**

English.

**Timing:**

Free.

**Learning outcomes:**

If taken as an individual research assignment, upon completion the students are able to assess the value and relevance of learned theoretical frameworks in solving complicated business issues. They can rank and argue for the choices between applicable solutions to specific business problems.

**Contents:**

Varies on the basis of individually agreed assignment.

**Mode of delivery:**

Varies on the basis of individually agreed method of completion.

**Learning activities and teaching methods:**

Free.

**Target group:**

Students with Management major.

**Prerequisites and co-requisites:**

-

**Recommended optional programme components:**

-

**Recommended or required reading:**

To be agreed on with the Professor of Management.

**Assessment methods and criteria:**

For example, a specific research and reporting assignment agreed on with the Professor of Management. The course may also consist of a relevant advanced level course taken in another faculty or university, for example, on an exchange period.

**Grading:**

1-5.

**Person responsible:**

Professor of management.

**Working life cooperation:**

-

**Other information:**

-

## 721519P: Strategic Management, 5 op

**Voimassaolo:** 01.08.2008 -

**Opiskelumuoto:** Basic Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** Sari Laari-Salmela

**Opintokohteen kielet:** English

**Leikkaavuudet:**

ay721519P Strategic Management (OPEN UNI) 5.0 op

**ECTS Credits:**

5 ect.

**Language of instruction:**

English.

**Timing:**

Period A.

**Learning outcomes:**

After the course students recognize the different schools of strategic management, are able to define the central concepts, can analyze the links between strategy, markets and operations of an organization and are able to develop and communicate a strategy that has clear market value.

**Contents:**

How could we model organizational change processes involving genuine uncertainties, and, at the same time, model individuals and organizations as being able to make strategic choices? The purpose of this course is twofold: First, the aim is to introduce the basic concepts, historical developments and schools of strategic management. Second, the course explores the contemporary developments in strategic thinking from the point of view of high-growth ventures.

**Mode of delivery:**

Face-to-face teaching.

**Learning activities and teaching methods:**

27 hours lectures with reflection (54 h), workshop sessions (12 h), team work (14 h), reading the course literature (33 h), preparation for the exam (20 h). The course will be taught in intensive sessions consisting of workshops, guest lecturers and group work. The main method is solution creation to real business situations by using problem-based learning. 70 % attendance of sessions is required. 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.

**Target group:**

Students in management and international business.

**Prerequisites and co-requisites:**

-

**Recommended optional programme components:**

-

**Recommended or required reading:**

Johnson, G., K. Scholes & R. Whittington. Exploring corporate strategy (Prentice Hall); Mintzberg, H., B. Ahlstrand & J. Lampel. Strategy safari: the complete guide through the wilds of strategic management (Prentice Hall /Financial Times); Article collection.

Check availability from [here](#).

**Assessment methods and criteria:**

Assessment will be based on a group assignment and an individual exam.

**Grading:**

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



**Person responsible:**

Sari Laari-Salmela.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.

**721554A: Strategizing Practices, 5 op**

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Sari Laari-Salmela

Opintokohteen kielet: English

**Leikkaavuudet:**

ay721554P Strategizing Practices (OPEN UNI) 5.0 op

**ECTS Credits:**

5 ects.

**Language of instruction:**

English.

**Timing:**

Period C.

**Learning outcomes:**

The main objectives are that after the course the students 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.

**Contents:**

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.

**Mode of delivery:**

Face-to-face teaching.

**Learning activities and teaching methods:**

28 hours lectures with reflection (56 h), reading the course literature (27 h), writing the report (50 h). The course will be taught in intensive sessions consisting of workshops, guest lectures and group work. 70 % attendance of sessions is required. Further details will be provided by the responsible person in the first session.

**Target group:**

Students with management and international business majors.

**Prerequisites and co-requisites:**

Strategic Management course is mandatory as previous studies.

**Recommended optional programme components:**

-

**Recommended or required reading:**

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

Check availability from [here](#).**Assessment methods and criteria:**

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

**Grading:**

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

**Person responsible:**

Sari Laari-Salmela.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.

**721560S: Team Building, 6 op****Voimassaolo:** 01.08.2010 -**Opiskelumuoto:** Advanced Studies**Laji:** Course**Vastuuyksikkö:** Oulu Business School**Arvostelu:** 1 - 5, pass, fail**Opettajat:** John Meewella**Opintokohteen kielet:** English**ECTS Credits:**

6 ects.

**Language of instruction:**

English.

**Timing:**

Period A.

**Learning outcomes:**

This course is expected to help the learners in appreciating the growing popularity of work teams in organizations. After successful completion of the unit, participants are expected to create, design, change and recommend various approaches in team building – a practical means in experimenting with fellow learners and the course facilitator. Specifically, the learners should at a minimum contrast between various stages of team development, differentiate work groups and work teams, classify types of work teams, describe the characteristics of high-performing work teams and discuss how managers can efficiently and effectively utilize teams for organizational success.

**Contents:**

This course introduces team building as generic aspect of contemporary work organization. It further discusses diverse aspects, strategies, and stages of team building and puts these into the context of current debates on self-managed teams, project groups, or flexible work arrangements. The course favours a critical and praxis-oriented approach that allows students to develop and train strategies for team building as relevant to their preferences and /or work scenarios.

**Mode of delivery:**

Face-to-face teaching.

**Learning activities and teaching methods:**

24 hours of lectures with reflection (48 h), workshop sessions (8 h), team work (35 h), reading the course literature (30 h), writing the report (40). The course will be taught in intensive sessions comprising of workshops, lectures and team building exercises. 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 70% attendance of sessions.

**Target group:**

Students with management and international business majors.

**Prerequisites and co-requisites:**

Leadership and Change and Human Resource Management courses are mandatory as previous studies.

**Recommended or required reading:**

Article collection, videos, power points and other resources will be provided on Optima. Cummings, T. G. 2008 Handbook of Organization Development, Sage. Francis, D. & Young, D. 1992 Improving Work Groups: A practical manual for team building, Pfeiffer. Hayes, N. 1997 Successful team management, Thomson. Williams, H. 1996 The Essence of Managing Groups and Teams, Prentice Hall.

Check availability [here](#).**Assessment methods and criteria:**

Considering the vital importance of building teams within contemporary managerial context, this course places heavy emphasis on real life team building activities. Naturally the following tentative assessment schedule is designed to ensure that the participants gain a solid appreciation for team building activities in class and beyond.

Team reflective learning diary 20% {align with Tuckman's stages}

Team in-class TB mind-map = 20% {designing a role play or game highlighting team building aspects}

Team in-class TB mind-map facilitation = 20% {executing role play or game}

Team TB roles-management report 20% {real life business case report}

Team TB seminar series 20% {business style professional 10 minute presentation}

**Grading:**

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

**Person responsible:**

John Meewella.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.

## 721559S: Venture Growth Strategies, 6 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

**Arvostelu:** 1 - 5, pass, fail

**Opettajat:** Sari Laari-Salmela

**Opintokohteen kielet:** English

**Leikkaavuudet:**

ay721559S Venture Growth Strategies (OPEN UNI) 6.0 op

**Voidaan suorittaa useasti:** Kyllä

**ECTS Credits:**

6 ect.

**Language of instruction:**

English.

**Timing:**

Period D.

**Learning outcomes:**

The students are able to analyze and evaluate how firms learn and develop capabilities for creating and sustaining competitiveness in rapidly changing and uncertain business environments. After the course, the students can use a series of frameworks, analytical skills, techniques and decision-making tools to develop growing businesses.

**Contents:**

The course focuses on the opportunities and challenges involved in the management of growth in international settings. Consequently, the approach of firm growth emphasizes type of opportunity, strategic behaviors for its realization and contextual determinants, dynamism and episodic nature of firm development.

**Mode of delivery:**

Face-to-face teaching.

**Learning activities and teaching methods:**

24 hours lectures with reflection (48 h), reading the course literature (40 h), workshops sessions and team work (48 h), writing the report (24 h). The course will be taught in intensive sessions consisting of workshops, guest lectures and group work. 70 % attendance of sessions is required. Further details will be provided by the responsible person in the first session.

**Target group:**

Students with management and international business majors.

**Prerequisites and co-requisites:**

Courses Strategic Management and Strategizing Practices completed.

**Recommended or required reading:**

Flamholtz, E.G. & Y. Randle (2007). Growing pains: transitioning from an Entrepreneurship to a Professionally Managed Firm, 4th Ed. John Wiley & Sons; Article collection.

Check availability from [here](#).

**Assessment methods and criteria:**

Assessment will be based on an individual written report and a group assignment (including presentation).

**Grading:**

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

**Person responsible:**

Sari Laari-Salmela.

**Working life cooperation:**

-

**Other information:**

The number of students is limited.