

# Opasraportti

## Courses in English for Exchange Students (2013 - 2014)

### Courses in English for exchange students

This Weboodi Course Catalogue lists courses taught in English for exchange students at the Oulu Business School during the academic year 2013-2014.

When planning your exchange studies and the required learning agreement please use the information provided under the **Courses** tab in this Study Guide. Please read carefully the information of each course you wish to take (language of instruction, target group, course content, timing, preceding studies, additional information etc.).

All exchange students must submit their exchange application through SoleMOVE.

Accepted exchange students are required to register to all courses. Course registration takes place once you have arrived in Oulu and received your University of Oulu login information. More information on registration will be provided during orientation. When registering you will be able to find detailed information on teaching and schedule under **Instruction** tab.

**Important:** If the student does not register to a course during its registration period, the student is not allowed to participate on the course. Teachers may also limit the number of participants in their courses, if necessary.

Individual course codes include information on the level of course.

xxxxxP, xxxxxY = Basic (Bachelor) level courses

xxxxxA = Intermediate (Bachelor) level courses

xxxxxS = Advanced (Master) level courses

**Oulu Business School's exchange students** can take basic level courses that are offered in English without any prerequisites. To attend intermediate courses, students need to have completed all basic courses from the same field or have similar previous studies. To attend advanced courses students need to have completed intermediate courses from the same field (or similar studies).

**Exchange students from other faculties/departments** can take basic level courses that are offered in English. Intermediate level courses may be taken, if the student has completed all basic level courses from the same field. **Advanced level courses cannot be taken.** Before taking any courses, students (or their exchange coordinator in University of Oulu) must contact Oulu Business School's international coordinator to agree on the course selections.

Any general questions about courses in English at Oulu Business School should be addressed to:

Merja Inget  
merja.inget(at)oulu.fi

Further information on application process for incoming exchange students:

<http://www.oulu.fi/english/studentexchange>  
international.office(at)oulu.fi

## Tutkintorakenteisiin kuulumattomat opintokokonaisuudet ja -jaksot

721193S: Advanced Auditing, 6 op  
 721194S: Advanced Cost Accounting, 6 op  
 721189S: Advanced Financial Analysis, 6 op  
 721190S: Advanced Firm Valuation, 6 op  
 721197S: Advanced International Accounting, 6 op  
 721195S: Advanced Management Control, 6 op  
 721956S: Alternative Investments, 6 op  
 721192S: Approaches in Management Accounting Research, 6 op  
 721383S: Asset Pricing, 6 op  
 721704P: Business Logistics, 5 op  
 721554S: Business Model Development, 6 op  
 721520A: Business Opportunity Creation, 5 op  
 721424P: Business to Business Marketing, 5 op  
 721182A: Case Problems in Financial and Management Accounting, 5 op  
 721535S: Competence and Knowledge Management, 6 op  
 721128S: Corporate Governance, 6 op  
 723011P: Cross-Cultural Business Communications, 5 op  
 723021A: Cross-Cultural Negotiations, 5 op  
 723032S: Cross-cultural Leadership, 6 op  
 723036S: Current Issues in International Business and Management, 6 op  
 721471S: Current Issues in Service Marketing, 6 op  
 721198A: Derivative Securities, 5 op  
 721371A: Entrepreneurial Finance, 5 op  
 721558S: Entrepreneurship Theory and Practice, 6 op  
 721199A: Equity Markets, 5 op  
 721191S: Financial Accounting Theory, 6 op  
 721170A: Financial Analysis and Firm Valuation, 5 op  
 721954S: Financial Econometrics, 6 op  
 721174P: Financial Risk Management, 5 op  
 721370A: Fixed Income Securities, 5 op  
 721511P: Foundations of Management, 5 op  
 721556S: Globalization and International Management, 6 op  
 721513A: Human Resource Management, 5 op  
 721415A: Industrial Sales Management, 5 op  
 723034S: International Business Development, 6 op  
 723022P: International Business Operations, 5 op  
 721461S: International Business Theory, 6 op  
 721187A: International Management Accounting and Control, 5 op  
 723029A: International Organization Design, 5 op  
 723027A: International Project, 5 op  
 721364P: Introduction to Empirical Finance, 5 op  
 721362P: Introduction to Financial Economics, 5 op  
 723010P: Introduction to International Business, 5 op  
 721363P: Introduction to Market Analysis, 5 op  
 721172P: Johdon laskentatoimi, 5 op  
 721247A: Kilpailuanalyysi, 5 op  
 721333S: Kilpailuanalyysin jatkokurssi, 6 op  
 721518P: Leadership and Change, 5 op  
 723013A: Legal Issues in International Business, 5 op  
 723038S: MNEs, JVs and M&As, 6 op  
 721176A: Management Control, 5 op  
 721952S: Portfolio Management, 6 op  
 721951S: Portfolio Performance Analysis, 6 op  
 721414S: Purchasing and Supplier Relationships, 6 op  
 721115P: Raha- ja pankkiteoria, 5 op

721519P: Strategic Management, 5 op  
 721554A: Strategizing Practices, 5 op  
 721675S: Supply Chain Management, 6 op  
 721922A: Theory of Corporate Finance, 5 op  
 721559S: Yrityksen kasvustrategiat, 6 op

## Opintojaksojen kuvaukset

### Tutkintorakenteisiin kuulumattomien opintokokonaisuuksien ja -jaksojen kuvaukset

#### 721193S: Advanced Auditing, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Petri Sahlström

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Period C.

**Osaamistavoitteet:**

After passing the course, the student is able to apply key theories underlying the audit process and research. Thus, the student is able to justify decisions made in audit work and research projects. For example, the student is able to assess audit risk and take it into account when planning audit tasks or when pricing audit services.

**Sisältö:**

Reasons why auditing exists. Concept of audit quality – quality surrogates. Audit sampling theories and applications. Professional responsibilities and ethics. Audit pricing.

**Järjestämistapa:**

Face-to-face teaching in form of lectures, seminars and students' presentations.

**Toteutustavat:**

30 h of lectures and seminars. These include class discussions with a visiting executive and prepared students' presentations. The term paper is completed as a group work and the term papers are presented and discussed in the class. Self-study.

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

The required prerequisite is the understanding of financial reporting and basics of auditing. Therefore, the recommended prerequisite is the completion of the following courses prior enrolling for the course unit: 721170A Financial Analysis and Firm Valuation and 721186A Tilintarkastus

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Eilifsen, Messier, Glover, Prawitt: Auditing & Assurance Services - International Edition, 2010 or newer. Reading package provided by the lecturer.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

The assessment criteria of the course unit is based on the learning outcomes of the course unit. Assessment covers exam, term paper (a group work) including the term paper presentations and discussions, preparation of in class discussions and presentations (group work)

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Professor Petri Sahlström.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721194S: Advanced Cost Accounting, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Janne Järvinen

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 erts.

**Opetuskieli:**

English.

**Ajoitus:**

Period D.

**Osaamistavoitteet:**

After this course the student can construct cost accounting systems and critically evaluate the choices made in their design. S/he will be able to distinguish the systems that are most likely to be suitable for particular types of organizations. The student will also be able to use spreadsheet tools in performing complex cost accounting and budgeting calculations.

**Sisältö:**

Cost allocation theory and practise, absorption cost systems, activity-based costing.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

12h lectures + case study exercises, 24h excel-based exercises.

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

721172P Johdon laskentatoimi (Management Accounting).

**Yhteydet muihin opintojaksoihin:**

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**Oppimateriaali:**

Cooper, R. & Kaplan, R. The Design of Cost Management Systems, 2nd ed. Prentice-Hall 1999. Zimmerman, J. Accounting for Decision Making and Control, 2nd ed. Irwin. 1997 (4<sup>th</sup> edition is also applicable).

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Literature examination and exercises.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Professor in management accounting.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721189S: Advanced Financial Analysis, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Petri Sahlström

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Period B.

**Osaamistavoitteet:**

After passing the course, the students is able to use the analysis tools frequently applied in financial accounting. Thus, the student is able to assess and produce information needed in decision-making related to financial information. Moreover, the student is able to make their own research in the area of financial analysis literature.

**Sisältö:**

Distributional properties of financial ratios, predictability of the accrual- and cash flow-based financial statement items, and economic interpretation of financial ratios.

**Järjestämistapa:**

Face-to-face teaching in form of lectures, seminars and student's presentations.

**Toteutustavat:**

26 h of lectures and seminars. The term paper is completed as a group work and the term paper is presented and discussed in the class. Self-study.

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

The required prerequisite is the understanding of financial reporting and financial analysis. Therefore, the recommended prerequisite is the completion of the following course prior enrolling for the course unit: 721170A Financial Analysis and Firm Valuation

**Yhteydet muihin opintoihin:**

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**Oppimateriaali:**

Rees, B. (1995). Financial Analysis. Prentice Hall. Reading package.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

The assessment criteria of the course unit is based on the learning outcomes of the course unit. Assessment covers exam and term paper (a group work) including the term paper presentations and discussions.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuhenkilö:**

Professor Petri Sahlström.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721190S: Advanced Firm Valuation, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Kallunki Juha-Pekka

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Period D.

**Osaamistavoitteet:**

After this course the student can compare different firm valuation models, identify their advantages and disadvantages and assess their usability in different settings. Finally, the student can apply the valuation models and analyze their applicability in special cases of firm valuation.

**Sisältö:**

The use of valuation models and financial statements in equity valuation and managerial decision making. Special cases of firm valuation. Empirical evidence from the use of valuation models as well as value relevance of different types of financial information.

**Järjestämistapa:**

Face-to-face teaching, case presentations and discussions.

**Toteutustavat:**

30 h lectures, 6 h class discussions/group.

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

The required prerequisite is the completion of the following courses prior to enrolling for the course unit: 721170A Financial Analysis and Firm Valuation.

**Yhteydet muihin opintojaksoihin:**

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**Oppimateriaali:**

Penman, S. A. (2004). Financial Statement Analysis and Security Valuation. McGraw-Hill; research articles; and cases.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Exam, case exercises and term paper.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuhenkilö:**

Professor Juha-Pekka Kallunki.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

-

## 721197S: Advanced International Accounting, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Henry Jarva

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn, period B

**Osaamistavoitteet:**

After passing the course, the student is able to interpret and apply the most difficult issues of International Financial Reporting Standards (IFRS) such as lease accounting, measurement of financial instruments and impairment of assets. In addition, the student is able to take a critical view on the IFRS Conceptual Framework.

**Sisältö:**

The course comprises the following IFRSs: Impairment of Assets (IAS 36), Property, Plant and Equipment (IAS 16), Intangible Assets (IAS 38), Leases (IAS 17) and Financial Instruments (IAS 32, IAS 39, IFRS 7, and IFRS 9).

**Järjestämistapa:**

Face-to-face teaching and independent work.

**Toteutustavat:**

12 h lectures and 20 h self-study. The course includes an intensive IFRS seminar day (8 h).

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

721170A Financial Analysis and Firm Valuation recommended as previous studies.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

MacKenzie, Coetsee, Njikizana, Chamboko, Colyvas & Hanekom: Wiley IFRS 2012: Interpretation and Application of International Financial Reporting Standards, 9th ed. (2012), Wiley; Reading package.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

In order to participate the seminar, students must pass the pre-exam. Finally, the students are required to complete the final exam.

Exam.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Assistant Professor Henry Jarva.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

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

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Sinikka Moilanen

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ects.

**Opetuskieli:**

English.

**Ajoitus:**

The course unit is held in the autumn semester, during period B. It is recommended to complete the course in the master's stage of studies.

**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 organisation 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 organisations.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures with small group-based exercises 20h, term paper 70h, self-study 72h.

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

The required prerequisite is the completion of the course 721176A Management Control before enrolling for the course unit.

**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); A Collection of Articles.

Check availability from [here](#).

**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.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Assistant professor Sinikka Moilanen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721956S: Alternative Investments, 6 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Juha Joenväärä

**Opintokohteen kielet:** englanti

**Laajuus:**

6 ECTS credits / 160 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period C.

**Osaamistavoitteet:**

Alternative investments are assets considered outside of the traditional asset classes of stocks, bonds and cash. The students will learn that due to their special characteristics, alternative assets tend to have low correlations with traditional asset classes, providing additional portfolio diversification and potential for higher returns.

**Sisältö:**

The course aims to give an introduction to investing in (1) real estate, (2) private equity and venture capital, (3) hedge funds, and (4) commodities, currencies and volatility.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures and assignments 40h, self-study 116h, exam 4h.

**Kohderyhmä:**



Students majoring in finance.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Material provided by the instructors.

**Suoritustavat ja arviointikriteerit:**

Students complete the course in the faculty examination. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Postdoctoral researcher Juha Joenväärä.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721192S: Approaches in Management Accounting Research, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Janne Järvinen

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Periods B-C.

**Osaamistavoitteet:**

Upon completion of this course the student will distinguish between the major paradigms and research traditions in management accounting, as well as their philosophical foundations. S/he will recognize different types of research processes and scientific journals in management accounting, and, ultimately, will be able to use this information in his/ her own Master's thesis work.

**Sisältö:**

Research traditions, field and case studies, contingency theory, management accounting journals.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

10 h lectures and 12 h article seminars.

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

721156A Seminar in Accounting.

**Yhteydet muihin opintojaksoihin:**

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**Oppimateriaali:**

Gummesson, E. Qualitative Methods in Management Research, 2nd ed. Sage Publications, 2000. Puxty, A.G. The Social and Organizational Context of Management Accounting. Thomson, CIMA. 1998. Lecture material and a selection of articles.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Phase one: Lecture and literature examination. Phase two: Written analyses on six different articles, presentation of one article and active participation at seminar sessions.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Professor in Management Accounting.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**721383S: Asset Pricing, 6 op****Voimassaolo:** 01.08.2008 -**Opiskelumuoto:** Syventävät opinnot**Laji:** Opintojakso**Arvostelu:** 1 - 5, hyv, hyl**Opettajat:** Juha Joenväärä**Opintokohteen kielet:** englanti**Laajuus:**

6 ECTS credits / 160 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period D.

**Osaamistavoitteet:**

The students will become familiar with modern asset pricing theory and econometric methods in applying theoretical models in empirical research. After the course the student is able to use basic asset pricing models across different asset classes and implement asset pricing models in practice. Specifically, the students can explain the basic theoretical concepts of asset pricing and solve a basic general equilibrium model that prices the assets. The students can also use basic empirical asset pricing techniques and tests including time-series regressions and cross-sectional regressions as well as the Ross, Gibbons, and Shanken test.

**Sisältö:**

The pricing of all assets is based on a single idea: price equals expected discounted payoff that captures the macroeconomic risks underlying each security's value. Traditional asset pricing models (CAPM, ICAPM, APT) are embedded in the stochastic discount factor (SDF) framework. One of the key issues is that there is a relation between discount factors, betas and mean-variance frontiers: they are equivalent concepts. A wide variety of popular methods, including time-series and cross-sectional regressions are presented and applied to empirical data.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures and exercises 40h, self-study 116h, exam 4h. SAS and R, an open-source computing package, are applied in the course.

**Kohderyhmä:**

Students majoring in finance.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Cochrane: Asset Pricing (2<sup>nd</sup> edition), Oxford University Press; Ilmanen: Expected Returns: An Investor's Guide to Harvesting Market Rewards, Wiley.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Assessment methods include assignments and exam. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Postdoctoral researcher Juha Joenväärä.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**721704P: Business Logistics, 5 op**

**Voimassaolo:** 01.08.2005 -

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opettajat:** Jari Juga

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

ay721704P Business Logistics (AVOIN YO) 5.0 op

721704A Business Logistics 5.0 op

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/ period B.

**Osaamistavoitteet:**

The student recognizes how logistics contributes to business competitiveness and is able to specify central planning principles in logistics management. The student can describe interdependencies between logistics activities and solve basic problems in materials management and inventory control.

**Sisältö:**

Topics include logistics tradeoffs, logistics service level, transport and inventory management, logistics performance, basic production planning and order scheduling, just-in-time logistics, and green logistics.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures (30 h), including basic calculations and exercises in class. Independent reading of course literature (73 h) and self-study of calculation problems (30 h).

**Kohderyhmä:**

Bachelor-level students.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

This study unit is also offered in the Open University (lectures in Finnish).

**Oppimateriaali:**

Jonsson, P. (2008), Logistics and Supply Chain Management, McGraw-Hill with supplementary study material in specified during lectures.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Exam (course book, lectures, basic calculation problems).

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Professor Jari Juga.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

-

## 721554S: Business Model Development, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** John Meewella

**Opintokohteen kielet:** englanti

**Laajuus:**

6 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/ period C.

**Osaamistavoitteet:**

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

**Sisältö:**

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 of the process).

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

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.

**Kohderyhmä:**

Students with Management as the major subject

**Esitietovaatimukset:**

Foundations of Management (721511P) and Business Opportunity Creation (721520A) courses are mandatory as previous studies.

**Yhteydet muihin opintoihin:**

-

**Oppimateriaali:**

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](#).

**Suoritustavat ja arviointikriteerit:**

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

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

John Meewella.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721520A: Business Opportunity Creation, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Xiaotian Zhang

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/ period B.

**Osaamistavoitteet:**

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.

**Sisältö:**

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.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

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.

**Kohderyhmä:**

Students of Management and International Business.

**Esitietovaatimukset:**

721511P Foundations of Management is mandatory as previous studies.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

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](#).

**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.

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}.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

John Meewella.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721424P: Business to Business Marketing, 5 op

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

ay721424P Tuotantohyödykkeiden markkinointi 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 ECTS credits/ 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/ period D.

**Osaamistavoitteet:**

After having passed this course, students are able to compare business-to-business marketing and consumer marketing and to apply principles of organizational buying behavior in their work. In addition, students will have an ability to assess and communicate relevant issues in the strategy formation in the business-to-business environment and an ability to evaluate and explain strategic and operational challenges related to distribution choices. These capabilities are shown by applying theoretical issues to the real-life case organization in the group work and by explaining relevant issues in the exam.

**Sisältö:**

1) Characteristics of Business-to-Business marketing and value creation; 2) understanding organizational buying behavior; 3) current trends in business-to-business markets and collaboration; 4) relationships and networks in industrial markets; 5) assessing marketing opportunities and strategies and 6) distribution in industrial context.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

During period D there will be 24 h of lectures including discussions, group works and mini-cases. Theoretical issues learnt during the lectures and from the course book will be applied to the real-life case organization in three different phases (50 hours). The final exam will include all parts of the course: lectures, literature and group work (59 hours).

**Kohderyhmä:**

Students who are studying marketing as a major or minor subject.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Anderson, J.C. & Narus J.A.: Business Market Management. Understanding, Creating and Delivering Value. 2nd edition, 2004. Exact chapters for the exam will be announced during the lectures.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

An exam after lecture period and group works at three stages during the lectures.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuhenkilö:**

Professor Pauliina Ulkuniemi

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**721182A: Case Problems in Financial and Management Accounting, 5 op**

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Kristiina Henttu-Aho

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Period B.

**Osaamistavoitteet:**

After this course the student can classify different costs and analyze how potential actions selected by management will affect the firm's income. The student can build up a traditional costing system and an ABC system and compare product profitability of these alternative systems. The student can apply a discounted cash flow approach for analyzing the profitability of a certain investment project. Finally, the student can apply a selected valuation model to calculate the value of the firm.

**Sisältö:**

Case problems simulating different decision-making situations. Students apply the methods of financial analysis, capital budgeting, cost accounting etc. covered in various courses preceding this course.

**Järjestämistapa:**

Face to face teaching in form of lectures and students' presentations.

**Toteutustavat:**

14 h class discussions and students' presentations, 80 h teamwork and 40 h self-study. The term paper is a group work and the term papers are presented and discussed in the class.

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

The required prerequisite is the completion of the following courses prior to enrolling for the course unit: 721170A Financial Analysis and Firm Valuation and 721172P Management Accounting.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Case material provided by the lecturer.

**Suoritustavat ja arviointikriteerit:**

Students form groups in the beginning of the course and analyze the case problems as teamwork. Each group returns a written report that contains the required analysis and conclusions for each case problem before the class discussions. The groups present their reports in class discussions, and the cases are analysed together with other groups.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuhenkilö:**

N.N.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

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

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Tuija Lämsä

**Opintokohteen kielet:** englanti

**Laajuus:**

6 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/period A.

**Osaamistavoitteet:**



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 globalized and networked environment of organizations, and what are these meaning and role in the success of organization

**Sisältö:**

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.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

18 hours 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 students to participate in discussions in class. Further details will be provided by the responsible person in the first session.

**Kohderyhmä:**

Students with Management as the major subject

**Esitietovaatimukset:**

721519P Strategic Management and 721554A Strategizing Practices are mandatory as previous studies.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

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

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

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.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Tuija Lämsä.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721128S: Corporate Governance, 6 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Alexandra Middleton

**Opintokohteen kielet:** englanti

**Opetuskieli:**

English.

**Ajoitus:**

A-B.

**Osaamistavoitteet:**

After passing the course, students can distinguish the key elements of the governance system of the firm, they are able to recognize the warning signs of the potential collapse of the governance system, they can assess the features of different executive incentive system, and they are able to recognize situations of likely accounting fraud.

**Sisältö:**

Lectures, and case problems and videos simulating governance-related decisions.

**Järjestämistapa:**

Face-to-face teaching, case presentations and discussions.

**Toteutustavat:**

30 h of lectures, and 6 h of class discussions.

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Kenneth Kim, John Nofsinger and Derek Mohr (2010), 'Corporate Governance', 3rd Edition, Pearson Prentice Hall; lecture notes; research articles; and cases.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Exam and case exercises.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Professor Juha-Pekka Kallunki.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

-

## 723011P: Cross-Cultural Business Communications, 5 op

**Voimassaolo:** 01.08.2008 -

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/period A. 1<sup>st</sup> year studies of International Business and Management.

**Osaamistavoitteet:**

Upon completion of the course the student are able to recognize different theories of cross-cultural communication. They are able to identify the cultural differences of business communication and describe the effects of cultural differences on business communication.

**Sisältö:**

The aim of the course is to introduce students to some of the culturally-bound behavioural patterns they are likely to encounter in dealing with international contacts in their professional life. The course will cover discussions on cultural differences in behaviour patterns and their effects on business practices. Special attention will be paid to corporate communication, such as web pages, flyers and other marketing or company specific materials. Finally, selected aspects of internal communication within a multicultural business will be discussed.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

18 h lectures with reflection (36 h), reading the course literature (76 h), preparing for the exam (40 h).

**Kohderyhmä:**

Students of International business and Management.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Selected reading will be given in class.

**Suoritustavat ja arviointikriteerit:**

Examination.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

N.N.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 723021A: Cross-Cultural Negotiations, 5 op

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Lauri Haapanen

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/period C

**Osaamistavoitteet:**

Upon completion the student are able to prepare for, participate in, and lead cross-cultural and international business negotiations. They can apply different theories, tools and information for analyzing and interpreting cross-cultural negotiation situations. The students recognize and can connect cross-cultural negotiation situations to business strategy and to the cross-cultural and international business contexts.

**Sisältö:**

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

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

18 hours lectures with reflection (36 h), 1 hour negotiation rehearsal to be completed in student groups, reflection (36 h), writing a report (56 h), preparing for the exam (40 h).

**Kohderyhmä:**

Students of International business and Management.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**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 availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

50% by examination and 50% by rehearsals and rehearsal report prepared as a team.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Anita Juho.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**723032S: Cross-cultural Leadership, 6 op**

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Petri Ahokangas

**Opintokohteen kielet:** englanti

**Laajuus:**

6 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/period B

**Osaamistavoitteet:**

Upon completion the students are able to assess, design and integrate cross-cultural work groups and teams in internationally or geographically distributed organizations as a team member or as a leader. They can relate and judge the applicability of different leadership and collaboration theories and approaches to dynamic cross-cultural leadership situations.

**Sisältö:**

Students completing the course will have an understanding and capability to utilize the differing leadership theories and apply them in analyzing and assessing differing cross-cultural and international leadership situations. The course addresses specific issues related to cross-cultural leadership; such as communications, collaboration, conflicts, team processes and roles, virtual teams, global and international leadership styles, and combines these themes to practical cross-cultural leadership situations. The students will practice their cross-cultural collaborations and leadership skills in a team work simulation.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

26 lectures with activity (52 h), reading the course literature (40 h), team work and writing the report (68 h). The course includes a leadership simulation with a multiplayer team game (NoviCraft). In addition, the students are required to independently read the course materials and use them in group assignment.

**Kohderyhmä:**

Students with International Business or Management as their major subject.

**Esitietovaatimukset:**

No.

**Yhteydet muihin opintoihin:**

No.

**Oppimateriaali:**

Moran, R., Harris, P. & Moran, S. (2007). Managing cultural differences. Article collection, and other materials presented during the lectures.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Examination by workshop and group assignment.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuhenkilö:**

Petri Ahokangas.

**Työelämäyhteistyö:**

No.

**Lisätiedot:**

The number of students is limited.

**723036S: Current Issues in International Business and Management, 6 op**

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Anita Juho

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 erts.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn and spring semester/periods A, B, C and D.

**Osaamistavoitteet:**

After completion the students have comprehensive understanding of topics and discussions of current interest in management and international business field. The topics can relate managerial challenges in doing international business and academic research on them. The students are able to examine the research settings of studies in relation to their research questions, theories and methods.

**Sisältö:**

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

**Järjestämistapa:**

Face-to-face teaching in whole day seminars and workshops.

**Toteutustavat:**

Seminar attendance and group discussions.

**Kohderyhmä:**

Students with International Business or Management as the major subject.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

The seminar materials assigned by lecturers.

**Suoritustavat ja arviointikriteerit:**

Individual learning diaries on the seminars and course readings. Passing the course will require attendance in and reporting own learning in a written diary of five seminars out of eight that are organized over a two-year period.

Workshop sessions with preparation (40 h), reading the course literature (40 h), writing reports (80 h).

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

The course unit utilizes a grading Fail/Pass.

**Vastuhenkilö:**

Anita Juho and Antti Kauppinen

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The course is mandatory to students with International Business as the major subject.

## 721471S: Current Issues in Service Marketing, 6 op

**Voimassaolo:** 01.08.2011 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Teea Palo

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ECTS credits / 160 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester / period C.

**Osaamistavoitteet:**

Upon completion of this course, students are able to analyse distinctive and new ways of marketing thinking that are needed in service economies. In addition, students are able to compare and assess different service marketing theories. Students are able to select appropriate theories for creating strategies and business models in diversified cases of service marketing. After passing the course, students have competencies to evaluate and argue the relevance and usefulness of the theories in their Master's Thesis work.

**Sisältö:**

Themes covered in this course are 1) Service Logic for Marketing by Nordic School approach, 2) Service-Dominant Logic for Marketing (Vargo & Lusch, 2008) including different value concepts, roles in co-creation as well as interaction and relationship marketing perspectives on services. Additionally, 3) relevant issues for Service Marketing from the field of SSME (Services Sciences, Management, and Engineering) including service experience, service design and modularity, and service supply chain will be discussed. The course takes both b2b and consumer perspectives through emphasizing interdisciplinary focus to current service marketing issues.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Students have to attend the pre-exam (40h) in period B. During period C there will be lectures (24h) and group work with a related debate (16h). Independent work of students includes independent reading of the material for the article analyses from selected two themes of the course and an individual learning diary (80h).

**Kohderyhmä:**

Students who have a Bachelor's Degree and major in marketing.

**Esitietovaatimukset:**

In order to participate in the course, a pre-exam should be passed (from book Grönroos, C., 2007, Search of a New Logic for Marketing. Foundations of Contemporary Theory. John Wiley & Sons. Ltd). The pre-exam will be held during period B, please follow the exam list on the Faculty's web page.

**Oppimateriaali:**

Grönroos, C. (2007) Search of a New Logic for Marketing. Foundations of Contemporary Theory, John Wiley & Sons. Ltd; Article collection and lecture material.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Assessment will be done at three stages. Pre-examination will determine 20% of the grade. The active participation and discussion during the course (including 80% required presence and group work with debate) will determine 30% of the grade. The assessment of individual article analyses and learning diaries forms 50% of the grade.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Doctoral student Teea Palo.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**721198A: Derivative Securities, 5 op**

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Perttunen, Jukka Olavi

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period D.

**Osaamistavoitteet:**

Upon completion the student should be able to value different types of derivative securities and to manage the risk involved with them.

**Sisältö:**

Risk-neutral valuation principle, analytical and numerical valuation methods, the hedging of derivative securities, volatility estimation.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures 36h, self-study 93h, exam 4h.

**Kohderyhmä:**

Students majoring and minoring in finance.

**Esitietovaatimukset:**

The recommended prerequisite is the completion of 721174P Financial Risk Management.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Hull: Options, Futures & Other Derivatives, Pearson; lecture notes.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

There are two intermediate exams during the course. Each of the intermediate exams can be used to replace one of the five problems in the final exam. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Professor Jukka Perttunen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**721371A: Entrepreneurial Finance, 5 op**

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

To be specified later.

**Osaamistavoitteet:**

Understand the broader issues of investing in entrepreneurial ventures, understand the more detailed issues of how to evaluate and finance entrepreneurial investments, and study interaction of finance and strategy. Ultimately the goal is to give some of the tools needed to start a company and finance it, be a venture capitalist or private equity partner and invest in private equity partnership.

**Sisältö:**

This course examines the elements of entrepreneurial finance, focusing on technology-based start-up ventures, and the early stages of company development. It addresses key questions which challenge all entrepreneurs: how much money can and should be raised; when should it be raised and from whom; what is a reasonable valuation

of the company; and how funding should be structured. The subject aims to prepare students for these decisions, both as entrepreneurs and venture capitalists.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

To be specified later.

**Kohderyhmä:**

Students majoring and minoring in finance.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

To be specified later.

**Suoritustavat ja arviointikriteerit:**

To be specified later.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

N.N.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

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

**Voimassaolo:** 01.08.2007 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opintokohteen kielet:** englanti

**Laajuus:**

6 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/ period D.

**Osaamistavoitteet:**

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.

**Sisältö:**

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 irrelevantly 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.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

20 hours lectures with reflection (50 h), reading the course literature (52 h), writing the report (60 h). An individual assignment based on student's proposal.



**Kohderyhmä:**

Students with Management as the major subject

**Esitietovaatimukset:**

721511P Foundations of Management and 721520A Business Opportunity Creation are mandatory as previous studies.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

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](#).

**Suoritustavat ja arviointikriteerit:**

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.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Antti Kauppinen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**721199A: Equity Markets, 5 op**

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period D.

**Osaamistavoitteet:**

Upon completion of this course, the student discovers behavioral biases in investor behavior and how these biases potentially affect stock prices. In addition, he/she can distinguish and explain various limits of arbitrage that can facilitate prolonged mispricings in equity markets. Furthermore, the student is able to compare historical returns and risks of various equity market trading strategies based on results published in leading scientific journals. On the basis of this, the student is capable of carrying out more rational investment decisions in equity markets.

**Sisältö:**

Trading mechanisms and price setting in equity markets; market efficiency and behavioral finance; limits of arbitrage such as illiquidity, noise trader risk, fundamental risk, model risk, and costs and risks of short selling; psychology and investor behavior; investment strategies that seek to exploit pricing anomalies including value strategies, momentum strategies, asset growth strategies, and earnings announcement related strategies; effect of investor sentiment on stock returns; the role of equity analysts.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures 40h, self-study 89h, exam 4h.

**Kohderyhmä:**

Students majoring and minoring in finance.

**Esitietovaatimukset:**

The recommended prerequisite is Investments (721361P). In addition, basic knowledge of statistical inference and hypotheses testing would be useful.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Thaler: Advances in Behavioral Finance, Vol II, Princeton University Press; Nofsinger: The Psychology of Investing, Pearson; additional material provided by the instructor.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Students complete the course in the faculty examination. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

N.N.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721191S: Financial Accounting Theory, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Markku Vieru

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Period D.

**Osaamistavoitteet:**

After the course the student is familiar with the main research areas in financial accounting and reporting. The student will acquire basic knowledge for understanding and solving specific research problems in financial accounting. The student will also have better tools to choose the topic of their Master's thesis. After attending and passing the course, the student can use SAS program in adjusting research data and completing empirical analysis.

**Sisältö:**

Executive compensation, earnings management and its implications, earnings response coefficients, value relevance of different type accounting information.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

18 h lectures and 20 hours exercises.

**Kohderyhmä:**

Accounting majors.

**Esitietovaatimukset:**

721170A Financial analysis and firm valuation.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Scott, W. R. (2002). Financial Accounting Theory. Prentice Hall; Boehmer, Ekkehart, John Paul Broussard & Juha-Pekka Kallunki (2002). Using SAS in Financial Research. SAS Institute Inc; Lecture notes.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Literature examination and term paper.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Markku Vieru.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721170A: Financial Analysis and Firm Valuation, 5 op

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Henry Jarva

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 op.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn, period A.

**Osaamistavoitteet:**

Upon completion of the course, the student knows how to prepare and consume financial statement information. The student will be able to interpret and analyze financial statements and understand how and why managers can utilize the flexibility in financial reporting to manipulate the numbers for their own purposes. In addition, the student is aware of the reporting practices allowed in U.S. GAAP and IFRS.

**Sisältö:**

The basic concepts of financial accounting: accrual accounting, matching principle, revenue recognition, and measurement and recognition of assets and liabilities. Financial statements: income statement, balance sheet, and cash flow statement.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures 34h, exam 4h, and independent reading of the textbook for the exam.

**Kohderyhmä:**

Major students.

**Esitietovaatimukset:**

The recommended prerequisite is the completion of the following course prior to enrolling for the course unit:

721171P Bookkeeping and Financial Reporting

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Revsine, Collins, Johnson & Mittelstaedt: Financial Reporting and Analysis, 5th ed. (2011). McGraw-Hill/Irwin.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Students complete the course in the faculty examination or by completing two intermediate exams during the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Assistant Professor Henry Jarva.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721954S: Financial Econometrics, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Hannu Kahra

**Opintokohteen kielet:** englanti

**Laajuus:**

6 ECTS credits / 160 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period D.

**Osaamistavoitteet:**

After completing the course students should: understand the important features of time series of market prices, appreciate the relevance of efficient market theory to predicting prices, be familiar with appropriate methods for forecasting price volatility, be informed about a broad range of econometric methods that are applied in finance research, be able to apply extreme value theory in calculating value at risk of a financial position, and be able to apply R to financial time series data.

**Sisältö:**

Probability foundations (probability concepts, prices, returns and volatility clustering, stochastic processes, ARMA and VAR models for financial returns), stylized facts for returns from financial assets, expected returns using time series information, modelling volatility using time series information (univariate and multivariate GARCH models), and a review of econometric methods (maximum likelihood, GMM).

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures and assignments 40h, self-study 116h, exam 4h. R, an open-source computing package is applied in the course.

**Kohderyhmä:**

Students majoring in finance.

**Esitietovaatimukset:**

Introduction to Econometrics (721060A) is recommended.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Tsay: Analysis of Financial Time Series, John Wiley & Sons; Taylor: Asset Price Dynamics, Volatility, and Prediction, Princeton University Press; material provided by the instructor.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Assessment methods include assignments and a computer lab exam. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuhenkilö:**

Senior lecturer Hannu Kahra.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721174P: Financial Risk Management, 5 op

**Voimassaolo:** 01.10.2006 -

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opettajat:** Perttunen, Jukka Olavi

**Opintokohteen kielet:** suomi

**Leikkaavuudet:**

ay721174P Rahoitusriskien hallinta 5.0 op

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Periodi C.

**Osaamistavoitteet:**

Upon completion the student should be able to apply basic derivative securities in financial risk management.

**Sisältö:**

Financial risks, asset price as a random variable, forward contracts, futures contracts, swaps, options.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures 36h, self-study 93h, exam 4h.

**Kohderyhmä:**

Students majoring and minoring in finance.

**Esitietovaatimukset:**

The recommended prerequisite is the completion of 721178P Fundamentals of Corporate Finance and 721361P Investments.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Lecture notes; a recommended reading is Hull: Risk Management and Financial Institutions, Pearson.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

There are two intermediate exams during the course. Each of the intermediate exams can be used to replace one of the five problems in the final exam. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuhenkilö:**

Professor Jukka Perttunen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721370A: Fixed Income Securities, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Hannu Kahra

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period C.

**Osaamistavoitteet:**

Upon completion of the course, the student knows the pricing of basic fixed income assets, is able to apply basic term structure models and fit stochastic interest rate models to data.

**Sisältö:**

Effective risk management is essential in today's uncertain business environment. Derivatives and especially fixed income derivatives are standard instruments for managing financial risk. It is critical for anyone involved in corporate or financial risk management to have a deep-rooted understanding of interest rate risk and fixed income securities. This course explores key issues in fixed income. It develops tools for valuing and modeling the risk exposures of fixed income securities and their derivatives, with the ultimate goal of deploying these instruments in a corporate or financial risk management setting. The course is divided into three parts, covering (1) basic fixed income securities, (2) fixed income derivatives with a focus on popular interest rate models used to value them and (3) quantitative management of fixed income portfolios. To make the material broadly accessible, concepts are, whenever possible, explained through hands-on applications and examples, rather than through advanced mathematics.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures and assignments 40h, self-study 89h, exam 4h. R, an open-source computing package, is applied in the course.

**Kohderyhmä:**

Students majoring and minoring in finance.

**Esitietovaatimukset:**

Financial Risk Management (721174P) is recommended.

**Oppimateriaali:**

Tuckman: Fixed Income Securities - Tools for Today's Markets, Wiley & Sons; Martellini, Priaulet & Priaulet: Fixed-Income Securities – Valuation, Risk Management and Portfolio Strategies, Wiley & Sons; material provided by the instructor.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Assessment methods include assignments, teamwork and exam. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Senior Lecturer Hannu Kahra.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**721511P: Foundations of Management, 5 op**

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opettajat:** Vesa Puhakka

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

ay721511P Yrittäjyys ja johtaminen 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 ect.

**Opetuskieli:**

English

**Ajoitus:**

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

**Osaamistavoitteet:**

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.

**Sisältö:**

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.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

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.

**Kohderyhmä:**

Students of Management and International Business

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

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

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Assessment will be based on group exam and group assignment.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Vesa Puhakka.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

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

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Anniina Rantakari

**Opintokohteen kielet:** englanti

**Laajuus:**

6 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/ period B

**Osaamistavoitteet:**

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 socially and practice oriented perception of global business context. The students are also able to compare different research approaches of global business analysis.

**Sisältö:**

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.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

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

**Kohderyhmä:**

Students with Management and International Business as the major subject

**Esitietovaatimukset:**

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

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

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

**Suoritustavat ja arviointikriteerit:**

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

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Anniina Rantakari.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721513A: Human Resource Management, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Hilikka Poutanen

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/period D

**Osaamistavoitteet:**

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 an HRM work.

**Sisältö:**

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.



**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

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.

**Kohderyhmä:**

Students of Management and International Business.

**Esitietovaatimukset:**

Leadership and Change course is recommended as previous studies.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

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

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

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

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Hilkka Poutanen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**721415A: Industrial Sales Management, 5 op**

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Johnston Wesley, Timo Pohjosenperä

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/ period A.

**Osaamistavoitteet:**

Upon completion of the course, students are able to specify the principles of international industrial sales management on the basis of a relationship approach. In addition, students can illustrate and examine the sales force environment. Furthermore, students are able to plan sales and recruit, motivate, evaluate and supervise the sales force.

**Sisältö:**

Lectures and related material include the following themes: The selling process, industrial sales management, planning for sales, developing sales force.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

24 h lectures (and a computer simulation conducted in teams, 6h). Independent reading of the textbook and lecture material for the exam (103h).

**Kohderyhmä:**

Students who have completed at least three courses in marketing.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

It is recommended that students have completed at least three courses in marketing before entering this course.

**Oppimateriaali:**

Hite, R.E. & Johnston, W. J.: Managing Salespeople. A Relationship Approach. 1998; Collection of articles and cases.

Kurssikirjan saatavuuden voit tarkistaa [tästä](#).

**Suoritustavat ja arviointikriteerit:**

A computer simulation conducted in teams, and a literature examination.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Professor (Docent) in Industrial Marketing and Sales Wesley Johnston.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 723034S: International Business Development, 6 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Ulla Lehtinen

**Opintokohteen kielet:** englanti

**Laajuus:**

6 erts.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/period B.

**Osaamistavoitteet:**

Upon completion the student will be able to explain the challenges for supply chain management in an international business context. They can assess the business decisions related to international logistics by utilizing different theoretical frameworks. The students are able to recommend and apply appropriate business solutions based on the assessment and theoretical frameworks.

**Sisältö:**

The course presents the theories, concepts and techniques of procurement and logistics in international business environment. The course covers specific issues related to international supply chain management; such as outsourcing decision: offshoring, business process outsourcing, coordination and integration, global sourcing and procurement decisions, distribution and transportation and sustainability issues. The special emphasis will be given to the development of capabilities to analyze business cases of supply chain management questions in selected international settings.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

26 hours of lectures with reflection (52 h), workshop sessions (8 h), reading the course literature (40 h), writing the report (60 h).

**Kohderyhmä:**

Students with International Business or Management as the major subject.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Article collection and other materials presented during the lectures.

**Suoritustavat ja arviointikriteerit:**

Individual written assignment and active participation.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuhenkilö:**

Ulla Lehtinen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 723022P: International Business Operations, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/period B. 1<sup>st</sup> year studies of International Business and Management.

**Osaamistavoitteet:**

Upon completion the students are able to recognize and describe different international operation modes. The students are able to compare and evaluate foreign operation modes in specific decision making situations. The students also recognize the basic aspects of strategic and financial planning in the context of SME internationalization.

**Sisältö:**

The course introduces the basic international business operation modes. The contents cover exporting and importing, contractual and investment entry modes, e-business as a mode of international operation and some aspects of financing and strategic planning of SME internationalization.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

20 h lectures with reflection (40 h), reading the course literature (53 h), preparing for the exam (40 h).

**Kohderyhmä:**

Students of International business and management.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Welch, L, Benito, G & S Petersen, B. (2007). Foreign Operation Methods. Theory, analysis, strategy. Edward Elgar Publishing Ltd. Cheltenham. Additional material will be assigned during the lectures.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Examination.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuhenkilö:**

Jan Hermes and Xiaotian Zhang

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

Students are advised to familiarize themselves with the course's main literature source (Welch et al. 2007) before the beginning of the course.

**721461S: International Business Theory, 6 op**

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Tuija Mainela

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/period A.

**Osaamistavoitteet:**

Upon completion the students are able to discuss the main international business theories and define their key concepts and primary assumptions. They can compare the ideas and assess the value of the theoretical approaches in specific analytical situations. They are able to use the theories in analysis of international business development of firms.

**Sisältö:**

The course introduces theoretical approaches related to internationalization of a firm and in analysis of decision making in international business. Approaches covered include internationalization process model, network approach, international new venture theory, transaction cost analysis, eclectic theory, resource based view and institutional theory in international business research. Small, in-class cases are used to practice the application of the theoretical approaches in analysis of firm behavior.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

14 hours lectures with advance preparation and reflection (40 h), independent reading of course book and articles and writing 6 article summaries (60 h), writing the individual examination report 15 pages (60 h).

**Kohderyhmä:**

Students with International Business as the major subject.

**Esitietovaatimukset:**

Basic and intermediate level studies of international business are required as previous studies.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Havila, V., Forsgren, M. & Håkansson, H. (eds) (2002). Critical perspectives on internationalisation. Amsterdam, etc: Pergamon. Article collection.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Individual analytical written report applying the theories in analysis of a selected case firm.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuhenkilö:**

Tuija Mainela.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The course is mandatory to students with International Business as the major subject.

The number of students is limited.

**721187A: International Management Accounting and Control, 5 op**

**Voimassaolo:** 01.08.2008 -

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Sinikka Moilanen

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ects.

**Opetuskieli:**

English.

**Ajoitus:**

The course unit is held in the spring semester, during period D. It is recommended to complete the course on the second or third year of studies.

**Osaamistavoitteet:**

By the end of the course, students can describe how multinationality affects management accounting and control systems. They can identify and discuss different viewpoints to be taken into account in controlling multinational operations and are able to relate these viewpoints to practical cases.

**Sisältö:**

Management accounting and control systems from the perspective of multinational corporations, the role of accounting as a decision-making tool in strategic decisions, the effects of corporate strategy and organisational structures on accounting and control systems and the varied influences of cultural and social aspects of management control on people's behaviour.

**Järjestämistapa:**

Blended teaching (face-to-face and web-based teaching).

**Toteutustavat:**

Lectures with small group-based exercises 20h, On-line work 10h, independent and/or group work for a written case-based assignment + peer review 70h, self-study 35h.

**Kohderyhmä:**

Accounting major students and students with a long minor in accounting.

**Esitietovaatimukset:**

The recommended prerequisite is the completion of the course 721176A Management Control before enrolling for the course unit.

**Yhteydet muihin opintojaksoihin:**

Courses of Management Accounting specialisation.

**Oppimateriaali:**

Collection of Articles and other lecture material; Hopper, T.; Scapens, R. W.; Northcott, D.: Issues in Management Accounting (Chapters 4, 5,7 and 10) Prentice Hall, 3rd edition (2007).

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Students write a case assignment, which includes participating in web-based discussions during the course unit and a peer review of another case assignment, and complete a lecture and literature examination. Case assignment comprises 2/3 of the final grade and examination 1/3. Assessment is based on the learning outcomes of the course unit and the more detailed assessment criteria will be available in the course material.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuhenkilö:**

Assistant Professor Sinikka Moilanen.

**Työelämäyhteistyö:**

**Lisätiedot:**

The number of students is limited.

**723029A: International Organization Design, 5 op**

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/period D.

**Osaamistavoitteet:**

Upon completion students are able to identify the main concepts and ideas of international organization design. They can tell the evolutionary path of organization theory and design discussion. They are able to describe the critical tasks of an organization. The students recognize the role of clear responsibilities, workflow, control, coordination, planning and decision-making, as well as the need for balancing between order and flexibility in management processes in international contexts. They can analyze the functioning and performance of an organization in constantly changing circumstances and identify the change factors. They can identify potential deficiencies in organization processes, systems and structures hindering effective execution and implementation of the strategy.

**Sisältö:**

The course covers the key concepts and essential ideas of organization theory and design. International organization design models, structures, processes and systems are also covered. In addition, themes like organizational culture, values and policies, role of corporate governance, as well as organizational change and development are discussed.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

12 hours lectures with reflection (24 h), reading the course literature (69 h), preparing for the exam (40 h).

**Kohderyhmä:**

Students of International business and Management.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Daft, R.,L. (2010). Understanding the Theory and Design of Organizations. 10th edition. South-Western, Cengage Learning. Other study material assigned by the lecturer.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Examination.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Marjut Uusitalo.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**723027A: International Project, 5 op**

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Lauri Haapanen

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/periods A and B.

**Osaamistavoitteet:**

Upon completion the student are able to solve real life business problems using acquired skills from earlier IB courses. They can identify the most essential business development issues. They can apply management methods and international strategy concepts in expanding businesses. Students are able to discover real and relevant solutions for firms in different internationalization phases.

**Sisältö:**

The aim of the course is to develop practical skills in international business by adapting different theories, frameworks and tools in selected SME's. Depending on the nature of the assignment, students may indicate how the country and/or industry context influences firm's international operations, or develop a business plan for organizing some of its international business operations. Students gather, organize, interpret and use information to formulate strategic alternatives for the organization. In their report students show their ability to adapt the theories, tools and frameworks in real life business cases.

**Järjestämistapa:**

Face-to-face teaching and team work.

**Toteutustavat:**

12 hours lectures, workshop sessions (18 h), team work (35 h), reading the course literature (28 h), preparing for the exam (40 h). Students will be conducting a real life project work according to a company assignment. Work will be done in groups of four to five students. Students will present both intermediate and their final results by written reports and by an oral case presentation. Students will report on a regular basis of their progress and present the final results in a case report and a case presentation.

**Kohderyhmä:**

Students of International business and Management.

**Esitietovaatimukset:**

Basic courses in International Business are mandatory. Pre-examination.

**Yhteydet muihin opintoihin:**

-

**Oppimateriaali:**

Grant, R. (1998). Contemporary strategy analysis. Blackwell Publishing.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Assessment is based both on a pre-examination and a written case report.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuhenkilö:**

Lauri Haapanen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

Pre-examination: In order to attend the course student has to pass the pre examination based on the required study material. The course requires registration in advance. The number of students is limited.

## 721364P: Introduction to Empirical Finance, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opettajat:** Hannu Kahra

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period B.

**Osaamistavoitteet:**

Upon completion of this course, the student is able to use R for financial problem solving, e.g. to fit, analyze and evaluate ordinary least squares (OLS) models applied to simple asset pricing problems. Furthermore, the student has acquired basic skills in statistical programming.

**Sisältö:**

Empirical finance is the intersection of the fields of econometrics and finance to solve financial problems. Focusing on implementation rather than theory, the course serves as an accessible introduction to statistical problem solving in finance. First, the course reviews basic concepts in probability and classical statistical inference. Thereafter the course introduces students to the calculation of basic statistical measures, statistical testing and inference, risk and return calculation, and the basics of regression analysis. The selection of topics includes the traditional core material of computational finance: probability and statistics, matrix algebra and regressions. The methods are applied to basic asset pricing models and simple portfolio choice problems.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Working methods include lectures and computer lab exercises (40h), independent studying of textbooks and other material (89h), and exam (4h). Alongside, providing theoretical background for statistics and econometrics, the lectures are aimed to introduce students to the use of R in financial problem solving. During computer lab exercises, students are given various programming and computing problems to solve using the R programming language.

**Kohderyhmä:**

Students majoring and minoring in finance.

**Esitietovaatimukset:**

Knowledge of basic statistics and/or econometrics is required.

**Yhteydet muihin opintojaksoihin:**

The course is an alternative to Introduction to Market Analysis (721363P).

**Oppimateriaali:**

Basic R for Finance, Rmetrics Association & Finance Online; Sollis: Empirical Finance for Finance and Banking, Wiley & Sons; Fox: An R Companion to Applied Regression, SAGE Publications; and material provided by the instructor.

**Suoritustavat ja arviointikriteerit:**

Assessment methods include assignments, and/or empirical project and/or a computer lab exam. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5 or pass/fail.

**Vastuuhenkilö:**

Senior Lecturer Hannu Kahra.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721362P: Introduction to Financial Economics, 5 op

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opettajat:** Hannu Kahra



**Opintokohteen kielet:** englanti

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period A.

**Osaamistavoitteet:**

Upon completion of the course, the student understands that finance and economics are closely related topics. Finance is based on economic theory and the behavior of the economy is affected by the behavior of financial markets.

**Sisältö:**

First, the course provides the students an overview to the structure of finance, the markets, its players and the role of financial intermediation. Thereafter, the course reviews the milestones of the history of finance, its major achievements and empirical evidence of their failure. The Efficient Market Hypothesis (EMH) is introduced along with competitive hypotheses challenging the EMH. Decision and behaviour under uncertainty is discussed, also in the context of asymmetric information, the principal-agent problem and moral hazard. Finally, the fragility of the financial system is discussed in the context of financial crises, raising the requirement for government intervention and regulation.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures 40h, self-study 89h, exam 4h.

**Kohderyhmä:**

Students majoring and minoring in finance.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Pilbeam: Finance & Financial Markets (3<sup>rd</sup> edition), Palgrave Macmillan; Howells & Bain: Financial Markets and Institutions (5<sup>th</sup> edition), FT Prentice Hall; material provided by the instructor.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Students complete the course in the faculty examination. The assessment criteria are based on the learning outcomes of the course. A lecture diary is an alternative to the examination

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Senior lecturer Hannu Kahra.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 723010P: Introduction to International Business, 5 op

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opettajat:** Tuija Mainela

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

ay723010P Introduction to International Business 5.0 op

**Laajuus:**

5 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/period A. 1<sup>st</sup> year studies of International Business and Management.

**Osaamistavoitteet:**

Upon completion of this course the student will be able to describe the phenomena important in international business. They are able to identify and define the basic concepts and analytical frames within international business. They are able to discuss the determinants of international business decision making in firms and suggest possible ways of acting in some business situations.

**Sisältö:**

The course covers introduction to international business as a disciplinary area and introduces basic concepts and analytical frames of international business. The influences of country level differences on international business making of the firms are examined and the basic strategies and structures in organizing and managing international businesses are presented.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

20 hours lectures with advance preparation and reflection (40 h), case exercises (4 hours), independent textbook reading (50 h), preparing for the exam (40 h).

**Kohderyhmä:**

Students of International Business and Management

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Hill, C. (2005), International business: Competing in the global marketplace, McGraw - Hill.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Examination.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuhenkilö:**

Tuija Mainela.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721363P: Introduction to Market Analysis, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opintokohteen kielet:** suomi

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period D.

**Osaamistavoitteet:**

After the course, students are able to solve financial problems using statistical software, namely, Excel and SAS. Students are able to apply statistical analysis and inference to test scientific hypotheses. They will also gain knowledge in fields special to finance, namely, they will be able to calculate returns and risks of publicly traded stocks, do technical analysis and allocate wealth over multiple assets. Students will also learn how to investigate dependency between variables using regression analysis. After the course, students will have the necessary level of programming skills to learn more about Excel and SAS on their own.

**Sisältö:**

The course introduces students to the calculation of basic statistical measures, statistical testing and inference, risk and return calculation, and basics of regression analysis. Also basic methods for analyzing stock price behaviour through technical analysis will be covered. Students will also become familiar with the most basic asset allocation decisions.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Working methods include lectures (16h) and computer lab exercises (16h), independent studying of textbooks, manuals and other material, and an exam (4h). The course has two exercise groups and each group has 16 hours of exercises. Alongside providing theoretical background for statistics and econometrics, the lectures are aimed to introduce students to the use of Excel and SAS in financial problem-solving. During computer lab exercises, students are given various calculation problems to solve using these programming languages.

**Kohderyhmä:**

Students majoring and minoring in finance.

**Esitietovaatimukset:**

The recommended prerequisite is the completion of Investments (721361P) prior to enrolling for the course unit.

**Yhteydet muihin opintojaksoihin:**

The course is an alternative to Introduction to Empirical Finance (721364P).

**Oppimateriaali:**

Material announced during the lectures, including lecture notes, textbooks and manuals.

**Suoritustavat ja arviointikriteerit:**

Students complete the course in the faculty examination.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Pekka Tolonen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721172P: Johdon laskentatoimi, 5 op

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opettajat:** Janne Järvinen

**Opintokohteen kielet:** suomi

**Leikkaavuudet:**

ay721172P Johdon laskentatoimi (AVOIN YO) 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 op.

**Opetuskieli:**

Suomi.

**Ajoitus:**

Periodi C.

**Osaamistavoitteet:**

Opintojakson suoritettuaan opiskelija tunnistaa johdon laskentatoimen peruskäsitteet sekä osaa käyttää kannattavuus- ja kustannuslaskennan keskeisiä menetelmiä kuten katetuottolaskentaa, kustannuspaikka- ja kaksivaiheista suoritekohtaista laskentaa (lisäys ja jakolaskenta), sekä toimintolaskentaa. Kurssin suoritettuaan opiskelija osaa myös perustella, mitä kustannuksia tulisi kulloinkin sisällyttää taloudellisiin laskelmiin. Kurssin jälkeen opiskelija tunnistaa kustannuspohjaisen hinnoittelun eri menetelmät sekä pystyy käyttämään investointilaskennan perusmenetelmiä erityisesti johdon päätöksenteon näkökulmasta.

**Sisältö:**

Kurssin keskeisin sisältö muodostuu kustannus- ja kannattavuuslaskennan teoriasta, käsitteistä, menetelmistä sekä hyväksikäyttömahdollisuuksista. Kurssin suoritettuaan opiskelija tuntee kustannus- ja kannattavuuslaskennan keskeisimmät menetelmät sekä teoreettisesti perustellut ajattelutavat, joihin eri menetelmät sekä niiden hyväksikäyttö perustuvat.

**Järjestämistapa:**

Lähiopetus.

**Toteutustavat:**

Yht. 40h luentoja ja harjoituksia, omakohtainen perehtyminen kirjallisuuteen.

**Kohderyhmä:**

Pää- ja sivuaineopiskelijat.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Drury, C.: Management and cost accounting, 7th ed. Cengage Learning EMEA. Chapters 1-13 (in 7<sup>th</sup> edition pages 5-317); Supplementary material in Finnish: Vehmanen P. & Koskinen K.: Tehokas kustannushallinta. WSOY, Ekonomia -sarja 1997 Chapters 1-2, 4-7, 9.

Kurssikirjojen saatavuuden voit tarkistaa [tästä](#).

**Suoritustavat ja arviointikriteerit:**

Luento- ja kirjallisuuskulustelu.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Johdon laskentatoimen professori.

**Työelämäyhteistyö:**

Ei.

**Lisätiedot:**

Osallistujamäärä on rajattu.

## 721247A: Kilpailuanalyysi, 5 op

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Maria Kopsakangas-Savolainen

**Opintokohteen kielet:** suomi

**Laajuus:**

5 op.

**Opetuskieli:**

Englanti / suomi.

**Ajoitus:**

Periodi D (2. vuoden kevät).

**Osaamistavoitteet:**

Opintojakson suoritettuaan opiskelija ymmärtää ja osaa sekä verbaalisesti että kuvioiden avulla osoittaa kuinka kilpailullisten markkinoiden, oligopolististen markkinoiden ja monopolimarkkinoiden toiminta poikkeaa toisistaan. Opiskelija osaa käyttää peliteorian periaatteita kuvatessaan talouden toimijoiden strategisia valintoja sekä osaa arvioida hinta- ja määräpohjaisen kilpailun vaikutusta markkinoiden tasapainoon ja kokonaishyvinvointiin.

**Sisältö:**

Opintojakso perehdyttää epätäydellisen kilpailun eri malleihin ja analyysimenetelmiin. Aiheina ovat mm. kartellit, hintadiskriminaatio, tuotedifferointi, peliteorian perusteet, strateginen käyttäytyminen sekä tutkimus- ja kehitystyö.

**Järjestämistapa:**

Lähiopetus.

**Toteutustavat:**

24 h luentoja, luennoilla ilmoitettavat kotitehtävät ja itsenäinen perehtyminen kirjallisuuteen.

**Kohderyhmä:**

Taloustieteen pää- ja sivuaineopiskelijat.

**Esitietovaatimukset:**

Suositteltavat aiemmat opintojaksot: 721216A Mikrotaloustieteen perusteet.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

L.M.B. Cabral, Introduction to Industrial Organization. MIT Press. 2000. Kopsakangas-Savolainen, M. ja Svento, R. (2012): Modern Energy Markets, Springer, London.

Voit tarkistaa kurssikirjan saatavuuden [tästä](#).

**Suoritustavat ja arviointikriteerit:**

Luento- ja kirjallisuuskuulustelu.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Erikoistutkija Maria Kopsakangas-Savolainen.

**Työelämäyhteistyö:**

Ei.

**Lisätiedot:**

Osallistujamäärä on rajattu.

## 721333S: Kilpailuanalyysin jatkokurssi, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Maria Kopsakangas-Savolainen

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 op.

**Opetuskieli:**

Englanti/suomi.

**Ajoitus:**

Katso tenttilista.

**Osaamistavoitteet:**

Opintojakson suoritettuaan opiskelija osaa analysoida epätäydellisen kilpailun markkinoita hyödyntäen mm. peliteoriaa. Opiskelija ymmärtää ja kykenee huomioimaan sekä epälineaarisen hinnoittelun erityispiirteitä todellisissa päätöksentekotilanteissa että epäsymmetrisen informaation roolin optimaalisia sopimuksia muodostettaessa

**Sisältö:**

Opintojakson alussa käydään läpi ei-kooperatiivisen peliteorian alkeita, joiden avulla myöhemmin analysoidaan yritysten käyttäytymistä. Opintojaksolla käydään läpi mm. oligopolistista kilpailua, sanatonta yhteistyötä, markkinoille tulon roolia, R&D-kilpailua, tuotteiden laadun yhteensopivuuden ja standardien merkitystä. Lisäksi tarkastellaan epälineaarista hinnoittelua ja optimaalisia sopimuksia epäsymmetrisen informaation tilanteissa.

**Järjestämistapa:**

Lähiopetus (kirjallisuuskuulustelu).

**Toteutustavat:**

Omakohmainen perehtyminen kirjallisuuteen.

**Kohderyhmä:**

Taloustieteen pääaineopiskelijat.

**Esitietovaatimukset:**

Suositteltavat aiemmat opintojaksot 721247A Kilpailuanalyysi.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Shy, Oz: Industrial Organization. Theory and Applications. MIT Press. 1995; muu luennoilla ilmoitettava kirjallisuus.

Voit tarkistaa kurssikirjan saatavuuden [tästä](#).

**Suoritustavat ja arviointikriteerit:**

Kirjallisuuskuulustelu.

Lue lisää [opintasuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Erikoistutkija Maria Kopsakangas-Savolainen.

**Työelämäyhteistyö:**

Ei.

**Lisätiedot:**

Osallistujamäärä on rajattu.

## 721518P: Leadership and Change, 5 op

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opettajat:** Hilkka Poutanen

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

ay721518P Johtajuus ja muutos 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/period C. 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 student is able to 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, people and change, and the organizations' tension between utilizing efficiently their resources on the one hand and innovating and introducing change on the other hand.

**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 developed 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:**

12 hours lectures with reflection of lectures (24 h), team work (12 h), reading the course literature (40 h), writing the report (57 h). The course includes lectures, study group work and individual work. It uses visiting speakers from industry, business, and the public sector. 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 Management and International Business.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Northouse, P.G. (2010) Leadership: theory and practice (Sage); Article collection; Lecture materials.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Assessment will be based on the presence in the lectures, study group work and individual assignment. Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuhenkilö:**

Hilkka Poutanen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 723013A: Legal Issues in International Business, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Pia Hurmelinna-Laukkanen

**Opintokohteen kielet:** englanti

**Laajuus:**

5 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/period B.

**Osaamistavoitteet:**

Upon completion the student are able to distinguish and compare different legal systems. They can analyze and explain the contents of contracts and other legal documents. They are able to evaluate the relevant information needed in different legal situations.

**Sisältö:**

The course offers an insight into the diversity that exists within systems of law, as well as provides an overview of the basic legal issues in doing business in international settings. During the course some conceptual basis of international business law, different legal systems with the emphasis on private international law and legal practicalities of international business transactions will be discussed. Management of legal issues and the role of legal function in a firm are taken as a special approach. Areas covered include, e.g. trade (buying, selling and distribution), employment and labour issues, company law, IPR issues and competition law.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

20 h lectures with reflection (40 h), exercises (10 h), reading the course literature (43 h), preparing for the exam (40 h).

**Kohderyhmä:**

Students of International Business

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

August, R.A., Mayer, D. & Bixby, M. (2008). International Business Law – Text, cases and readings. 5th edition. Selected parts of the book. Articles and other material given by the lecturer.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

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

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuhenkilö:**

Pia Hurmelinna-Laukkanen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

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

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Lauri Haapanen

**Opintokohteen kielet:** englanti

**Laajuus:**

6 ects.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/period C.

**Osaamistavoitteet:**

Upon completion the student will be able to compare and summarize 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 theories and practices 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.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

20 hours lectures with reflection (40 h), workshop sessions (9 h), reading the course literature (61 h), writing the report (50 h). Students will apply their theoretical knowledge and approaches in an individual course assignment.

**Kohderyhmä:**

Students with International Business as the major subject.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

-

**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.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

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

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuhenkilö:**

Lauri Haapanen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.



## 721176A: Management Control, 5 op

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Sinikka Moilanen

**Opintokohteen kielet:** suomi

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 ect.

**Opetuskieli:**

English.

**Ajoitus:**

The course unit is held in the autumn semester, during period A. It is recommended to complete the course on the second year of studies.

**Osaamistavoitteet:**

Upon completion of the course students can define the basic structure of a management control system. They are thus able to describe the design and development needs of management control systems. Students can also apply basic accounting control tools, such as budgets and variance analysis, to simple control problems.

**Sisältö:**

Management control system design and development, budgets and standards, variance analysis, profit centre accounting and transfer pricing, performance measurement.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures and exercises 30 h, self-study 135h, which includes optional case assignments.

**Kohderyhmä:**

Accounting major students and students with a long minor in accounting.

**Esitietovaatimukset:**

The basic courses of accounting or equivalent knowledge.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Drury, C.: Management & Cost Accounting 7th Ed. 2008 (Parts 4 & 5, pp. 346-591), Cengage Learning EMEA; Merchant, K. A. & Van der Stede, W. A.: Management control systems – performance measurement, evaluation and incentives, Prentice-Hall, 2nd Ed. 2007; lecture notes and exercises.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Students complete the course in the faculty examination based on lectures and required readings. Students may also collect points for the exam during the course by completing optional home assignments. The assessment of the course is based on the learning outcomes of the course unit, which means that in the examination and/or home assignments they need to show both the ability to describe theory in writing and to apply basic control tools by calculations

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuhenkilö:**

Assistant Professor Sinikka Moilanen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721952S: Portfolio Management, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Juha Joenväärä

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ECTS credits / 160 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Periods A-D.

**Osaamistavoitteet:**

The students will become familiar with the basic quantitative methods of modern portfolio management as well as be able to apply them in practice. After the course the student is able to explain the challenges for portfolio management, and design methodologies in portfolio management implementations. Specifically, students are able to solve analytically Markowitz's portfolio choice and can use modern techniques to estimate required inputs such as expected returns and covariance matrix of returns.

**Sisältö:**

The course introduces the students to the applying of advanced portfolio management techniques. The first part of the course focuses on the analytical solution of the Markowitz's portfolio choice problem and its extensions.

The second part of the course applies portfolio choice techniques in practice. Each student implements his/her personal portfolio management based on the modern portfolio choice techniques. The artificial portfolio policy is applied over the academic year.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures and exercises 40h, teamwork, seminar and self-study 116h, exam 4h. SAS and R, an open-source computing package, are applied in the course.

**Kohderyhmä:**

Students majoring in finance.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

.

**Oppimateriaali:**

Litterman and Goldman Sachs Quantitative Resources Group: Modern Investment Management – An Equilibrium Approach, Wiley & Sons; Ilmanen: Expected Returns: An Investor's Guide to Harvesting Market Rewards, Wiley. Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Assessment methods include a portfolio management project and an exam. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Professor Jukka Perttunen

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721951S: Portfolio Performance Analysis, 6 op

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Tuomo Haapalainen

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ECTS credits / 160 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period B.

**Osaamistavoitteet:**

After the course the student is able to use basic return and holdings based techniques in portfolio performance analysis. Upon completing the course the student is able to apply techniques in practice using the SAS software.

**Sisältö:**

The term "performance analysis" covers the techniques that are implemented to study the results of portfolio management. These range from simple performance measurement to performance attribution. Performance measurement consists of measuring the difference in the value of the portfolio, or investment fund, between the beginning and the end of the evaluation period. Performance attribution breaks down the return to attribute the exact contribution of each phase in the process to the overall portfolio performance, thus allowing the manner in which the result was obtained to be understood. The intermediate step is performance evaluation, which explains how the measured return was obtained and whether the result is due to skill or luck.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures 24h, computer lab exercises 16h, teamwork and self-study 116h, exam 4h. SAS software package is applied in the course.

**Kohderyhmä:**

Students majoring in finance.

**Esitietovaatimukset:**

Basic knowledge of SAS software is recommended before participating to the course; course Introduction to Market Analysis (721363P) could be helpful. Basic knowledge of econometrics is also recommended; course Introduction to Econometrics (721060A) is recommended before participating to the course.

**Yhteydet muihin opintojaksoihin:**

Contents of the course are related to the following courses: Introduction to Market Analysis (721363P), Portfolio Management (721952S), and Asset Pricing (721383S).

**Oppimateriaali:**

Aragon & Ferson: Portfolio Performance Evaluation, Now Publishers; material provided by the instructor. Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Assessment methods include oral presentation in a group and exam. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Researcher Tuomo Haapalainen.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721414S: Purchasing and Supplier Relationships, 6 op

**Voimassaolo:** 01.08.2006 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Pauliina Ulkuniemi

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 ECTS credits / 160 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Autumn semester/ period A.

**Osaamistavoitteet:**

After passing the course, students are able to discuss and present issues related to industrial purchasing and can analyze business relationships from the buyer's point of view. They are able to find relevant information to work in assignments involving co-operation with the suppliers of products or services as they know the main purchasing tasks.

**Sisältö:**

The course introduces students with the importance of industrial purchasing in current business contexts. Different types of contexts where industrial purchasing takes place are considered, e.g. outsourcing in technology industries, global purchasing and buying business services. Topics also include purchasing processes, supplier relationships, understanding supply markets, evaluation of suppliers and interrelatedness of industrial marketing and purchasing.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

26 h of lectures, case exercises (30 h), home exam (40 h), exam (4 h) and independent reading of the textbook and other material named by the Lecturer (60 h).

**Kohderyhmä:**

Students who have a Bachelor's degree and major in marketing.

**Esitietovaatimukset:**

The recommended prerequisite is the completion of subject studies in marketing.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Gadde, L-E & Håkansson, Håkan, Pessson, Goran: Supply Network Strategies, 2<sup>nd</sup> Edition, 2010, John Wiley and article collection.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Home exam (35%), case exercise (35%) and exam (30%).

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Professor Pauliina Ulkuniemi.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**721115P: Raha- ja pankkiteoria, 5 op**

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opettajat:** Riikka Nuutilainen

**Opintokohteen kielet:** suomi

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 op.

**Opetuskieli:**

Englanniksi tarvittaessa, muuten suomi.

**Ajoitus:**

C (1. vuoden kevät).

**Osaamistavoitteet:**

Kurssin suoritettuaan opiskelijat osaavat analyttisesti kuvata ja arvioida pankkitoimintaa ja rahamarkkinoita, joilla pankit toimivat asiakkaiden, muiden pankkien ja keskuspankin kanssa. He osaavat myös vertailla toisiinsa

rahopolitiikan tavoitteita, välineitä ja mekanismeja, ja erityisesti rahapoliittisten toimenpiteiden vaikutuksia rahamarkkinoihin ja reaalityöelämään. Lisäksi opiskelijat kykenevät arvioimaan, selittämään, ja vertailemaan myös tiedotusvälineissä esiintyviä käytännön rahapoliittisia lausuntoja ja toimenpidekuvauksia, sekä raha- ja korkomarkkinoiden toimintaa koskevia uutisia.

**Sisältö:**

Rahoitusjärjestelmät, raha ja rahoitus käsitteinä, korkojen määräytyminen, rahoituksen välittyminen, rahapoliittiset instituutiot ja rahoituslaitokset, pankit ja pankkitoiminnan periaatteet, keskuspankin toiminta, rahapolitiikan välineet, tavoitteet, ja vaikutukset, Euro-alueen rahoitusjärjestelmä, EKP:n ja USA:n keskuspankin rahapolitiikka, rahapolitiikan ja kokonaiskysynnän ja -tarjonnan välinen yhteys.

**Järjestämistapa:**

Lähiopetus.

**Toteutustavat:**

30 tuntia luentoja (tarvittaessa englanniksi), ja omatoiminen perehtyminen kirjallisuuteen ja muuhun opetusmateriaaliin.

**Kohderyhmä:**

Taloustieteen pää- ja sivuaineopiskelijat.

**Esitietovaatimukset:**

Esitietona suositellaan Kansantaloustieteen perusteiden 721211P tai Liike-elämän taloustieteen 721210P kurssia.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Mishkin, F.S.: The Economics of Money, Banking and Financial Markets, 9. painos (2010) tai 8. painos (2007), Pearson-Addison Wesley; Howells, P. & K. Bain; The Economics of Money, Banking and Finance: A European Text, 4. painos, Prentice Hall, 2008; molemmat soveltuvin osin + muu luennoilla mahdollisesti ilmoitettava materiaali.

Voit tarkistaa kurssikirjojen saatavuuden [tästä](#).

**Suoritustavat ja arviointikriteerit:**

Luento- ja kirjallisuuskuulustelu (luennot + kirjat + muu (artikkeli)materiaali).

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

Professori Rauli Svento.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

Osallistujamäärä on rajattu.

## 721519P: Strategic Management, 5 op

**Voimassaolo:** 01.08.2008 -

**Opiskelumuoto:** Perusopinnot

**Laji:** Opintojakso

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

**Opettajat:** Sari Laari-Salmela

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

ay721519P Liiketoiminnan johtaminen 5.0 op

**Laajuus:**

5 ects.

**Opetuskieli:**

English.

**Ajoitus:**

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

**Osaamistavoitteet:**

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 having clear market value.

**Sisältö:**

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.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

27 hours lectures with reflection (54 h), workshop sessions (12 h), team work (14 h), reading the course literature (33 h), and preparation for the exam (20 h). The course will be taught in intensive sessions consisting of workshops, guest lectures 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.

**Kohderyhmä:**

Students of Management and International Business.

**Esitietovaatimukset:**

-

**Yhteydet muihin opintojaksoihin:**

No.

**Oppimateriaali:**

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](#).

**Suoritustavat ja arviointikriteerit:**

Assessment will be based on group assignment and individual exam.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Sari Laari-Salmela

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

## 721554A: Strategizing Practices, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Sari Laari-Salmela

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

ay721554P Strategiakäytänteet (AVOIN YO) 5.0 op

**Laajuus:**

5 ect.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/period C.

**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:**

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

**Kohderyhmä:**

Students of Management

**Esitietovaatimukset:**

721519P Strategic Management is mandatory as previous studies.

**Yhteydet muihin opintojaksoihin:**

-

**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.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

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

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Sari Laari-Salmela.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.

**721675S: Supply Chain Management, 6 op**

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Jari Juga

**Opintokohteen kielet:** englanti

**Laajuus:**

6 ECTS credits / 160 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/ period C.

**Osaamistavoitteet:**

The student can analyze and assess strategic logistics issues from an integrated supply chain standpoint. The student is able to critically evaluate and interpret supply chain phenomena using analytical models and concepts.

**Sisältö:**

Definition and underlying theoretical models of supply chain management, as well as contemporary phenomena and supply chain improvement initiatives. Collaborative supply chain practices (ECR, CPFR, SCOR etc.) with a special emphasis on supply chain dynamics and enabling supply chain technologies and standards.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures (24 h), including student assignments in groups. Independent study of textbooks and course material (100 h) and preparation of class presentation (36 h).

**Kohderyhmä:**

Master-level students.

**Esitietovaatimukset:**

Business Logistics (721704P) or equivalent.

**Yhteydet muihin opintojaksoihin:**

Logistics Systems Analysis (721724A).

**Oppimateriaali:**

Harrison, A. & V. Hoek, R. (2005), Logistics Management and Strategy. Prentice-Hall.

Simchi-Levi, D., Kaminsky P. & Simchi-Levi E. (2008), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. McGraw-Hill.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Exam.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Professor Jari Juga.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

-

**721922A: Theory of Corporate Finance, 5 op**

**Opiskelumuoto:** Aineopinnot

**Laji:** Opintojakso

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

**Opettajat:** Markku Vieru

**Opintokohteen kielet:** englanti

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

5 ECTS credits / 133 hours of work.

**Opetuskieli:**

English.

**Ajoitus:**

Period C.

**Osaamistavoitteet:**

Upon completion of this course, the student can explain the main concepts of theoretical corporate finance based on asymmetric information and psychology. He/she is capable of analyzing how corporate managers optimally choose capital structures and payout policies. The student is able to identify key motives for mergers & acquisitions, and to calculate costs and benefits mergers & acquisitions in simple cases where valuations are given. In addition, he/she is able to explain how corporate managers can defend themselves against takeovers. He/she can also analyze how conflicts of interest between different corporate stakeholders and psychological biases



affect corporate decision making. Finally, the student is able to apply corporate governance methods to alleviate these problems.

**Sisältö:**

Signaling and agency theory, security issuance decisions, optimal capital structure, adjustment of capital structure, dividend policy, repurchase decision, choice and valuation of cash holdings, mergers and acquisitions.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

Lectures and article presentations 40h, group work 20h, self-study 69h, exam 4h.

**Kohderyhmä:**

Students majoring and minoring in finance.

**Esitietovaatimukset:**

The recommended prerequisite is Fundamentals of Corporate Finance (721178P). In addition, basic knowledge of statistical inference and hypotheses testing would be useful.

**Yhteydet muihin opintojaksoihin:**

-

**Oppimateriaali:**

Copeland, Weston & Shastri: Financial Theory and Corporate Policy, Pearson. Additional material provided by the instructor.

Check availability from [here](#).

**Suoritustavat ja arviointikriteerit:**

Assessment methods include article presentation and exam. The assessment criteria are based on the learning outcomes of the course.

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

1-5.

**Vastuuhenkilö:**

N.N.

**Työelämäyhteistyö:**

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**Lisätiedot:**

The number of students is limited.

## 721559S: Yrityksen kasvustrategiat, 6 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Syventävät opinnot

**Laji:** Opintojakso

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

**Opettajat:** Sari Laari-Salmela

**Opintokohteen kielet:** englanti

**Leikkaavuudet:**

ay721559S Venture Growth Strategies 6.0 op

**Voidaan suorittaa useasti:** Kyllä

**Laajuus:**

6 erts.

**Opetuskieli:**

English.

**Ajoitus:**

Spring semester/ period D.

**Osaamistavoitteet:**

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.

**Sisältö:**

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.

**Järjestämistapa:**

Face-to-face teaching.

**Toteutustavat:**

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

**Kohderyhmä:**

Students with Management as the major subject

**Esitietovaatimukset:**

721519P Strategic Management and 721554A Strategizing Practices are mandatory as previous studies.

**Yhteydet muihin opintojaksoihin:**

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**Oppimateriaali:**

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](#).

**Suoritustavat ja arviointikriteerit:**

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

Lue lisää [opintosuoritusten arvostelusta](#) yliopiston verkkosivulta.

**Arviointiasteikko:**

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

**Vastuuhenkilö:**

Sari Laari-Salmela.

**Työelämäyhteistyö:**

-

**Lisätiedot:**

The number of students is limited.