

Opasraportti

Oulu Business School - Master of Science (MSc), International Business Management 2014-2015 (2014 - 2015)

International business management education focuses on managing and leading international high technology, high context or high touch businesses. The ideas that are taught are combined from different fields of managing business, which make International business management a truly multidisciplinary field of studies and a close connection between theory and practice is maintained in all research, teaching and company projects. The distinctive nature of the education materializes through the combination of the problematics of management and international business especially from the viewpoints of innovativeness and entrepreneurship. The International business management education includes four core learning themes: theories and concepts of international business management, organizational applications, leadership execution and own voice as an international leader. During the studies, the students are involved in and actively participating in assignments for both small and large companies.

International business management education aims to give students the tools needed in managing, creating and developing various kinds of international organizations, also new ventures. Teaching that combines theoretical and practical aspects both in the contents and teaching methods provides tools and skills to create and manage growth oriented, knowledge based business in dynamic and global business environments.

Through its focus on the challenging and complex international organizational settings and organizing contexts including multitude of actors and activities International business management education brings knowledge on proactive, innovative and collaborative practices that facilitate development of strong sustainable businesses and prospering areas in the globalized world. International business management concentrates on complexities in international for-profit companies and non-profit organizations, their relationships, wider business networks, or economic areas, such as states and nations. The critical realistic and social constructivist understanding of the phenomena is crucial for the social, economic, and ecological sustainability of business and organizational life. The mainstream approaches focus on large corporations, stress mainly the economic values, and overlook the relatedness of social and economic actions. This has resulted in lack of understanding of the integrated world that is a core interest of the International business management. Readiness to manage these issues is increased through International business management education.

Upon completion of Master's degree in International business management, the student is able to apply and create knowledge about so as to meet with needs of multi-cultural organizations. The student is able to build and manage growth-oriented and international businesses in a successful way. He or she is able to evaluate and apply the conceptual tools of international business management in order to build up a comprehensive and holistic understanding of administrative and organizational phenomena as well as practices. The student knows how to set goals and work independently for achieving these goals. The student is able to communicate and argument clearly, critically, and analytically trough using scientific logic. The degree provides a good qualification for doctoral studies in the fields of management and international business.

Course Structure Diagram in 2014-2015

[MSc \(Econ. & Bus. Adm.\) in International Business Management](#)

Degree structure

Module 1: Concepts and theorizing

| | |
|--------------------------------|---|
| 721536S Leadership and Change | 6 |
| 721537S Strategizing Practices | 6 |

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|--|---|
| 721538S Internationalization Behaviors | 6 |
| 721556S Globalization and International Management | 6 |
| 723038S MNEs, JVs and M&As | 6 |

Module 2: Examples and applying

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

One of the above mentioned courses may be replaced with one of the following alternatives:

| | |
|--|----------|
| <i>721462S Business networks</i> | <i>6</i> |
| <i>721436S Brand management</i> | <i>6</i> |
| <i>721471S Service marketing and management</i> | <i>6</i> |
| <i>721463S Sustainable marketing management</i> | <i>6</i> |
| <i>721675S Supply Chain Management</i> | <i>6</i> |
| <i>721432S Managing customer relationships</i> | <i>6</i> |
| <i>721433S Consumer behavior</i> | <i>6</i> |
| <i>721414S Purchasing and Supplier Relationships</i> | <i>6</i> |
| <i>721435S Market Analysis and Business Intelligence</i> | <i>6</i> |

Module 3: Projects and implementing

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

Module 4: Own voice and intensifying knowledge

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|--|----|
| 721530S Master's Thesis in International Business Management | 30 |
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*May be replaced with the course *Internship 721065S*

Tutkintorakenteisiin kuulumattomat opintokokonaisuudet ja -jaksot

- 721195S: Advanced Management Control, 6 op
- 721542S: Business Opportunity Creation, 6 op
- 721539S: Cross-cultural Negotiations, 6 op
- 723036S: Current Issues in International Entrepreneurship, 6 op
- 721540S: Global Business Designing, 6 op

721556S: Globalization and International Management, 6 op
 721070S: Globally Responsible Business, 6 op
 721538S: Internationalization Behaviors, 6 op
 721561S: Leadership Coaching, 6 op
 721536S: Leadership and Change, 6 op
 721541S: Legal Issues in International Business and Innovation, 6 op
 723038S: MNEs, JVs and M&As, 6 op
 723030S: Master's Thesis in International Business, 30 op
 721530S: Master's Thesis in International Business Management, 30 op
 721064S: Methods in Business Research, 6 op
 721537S: Strategizing Practices, 6 op
 721559S: Venture Growth Strategies, 6 op

Opintojaksojen kuvaukset

Tutkintorakenteisiin kuulumattomien opintokokonaisuuksien ja -jaksojen kuvaukset

721195S: Advanced Management Control, 6 op

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Sinikka Moilanen

Opintokohteen kielet: English

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English.

Timing:

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

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Major students.

Prerequisites and co-requisites:

Not applicable.

Recommended optional programme components:

Courses of Management Accounting specialisation

Recommended or required reading:

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

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

Assessment methods and criteria:

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.

Grading:

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

Person responsible:

Lecturer Sinikka Moilanen.

Working life cooperation:

Not applicable.

Other information:

The number of students is limited.

721542S: Business Opportunity Creation, 6 op

Voimassaolo: 01.08.2014 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Xiaotian Zhang

Opintokohteen kielet: English

Leikkaavuudet:

721520A Business Opportunity Creation 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English

Timing:

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

Learning outcomes:

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

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

Contents:

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

- 1) Introduce the basic concepts, historical developments and schools of business creation;
- 2) Illustrate the contemporary methods of business opportunity creation in high growth ventures. The main themes are: i) intellectual and social capital as the generating forces behind opportunity creation; ii) environmental

dynamism as the setting providing opportunities for new business; iii) opportunity creation as strategy-making behavior; and iv) performance as the reflection of the value of opportunity created in the market-place.

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

Mode of delivery:

Face-to-face teaching

Learning activities and teaching methods:

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

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

Basic and intermediate studies in international business management

Recommended optional programme components:

No

Recommended or required reading:

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

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

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

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

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

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

Assessment methods and criteria:

Assessment tasks will comprise of a range of individual and team based activities surrounding idea engineering workshops and elevator pitch/ rocket pitch presentations aligning course contents with real life business opportunity creation models and practices. *Self-learning report 20%* (3-5 pages report illustrates the results of self-learning based on suggested literature, submit to Optima before the end of course)

Individual elevator/ rocket pitch report 20% (in-class presentation, 1 min)

Team-work presentation 20% (8 mins pitch to target audience creatively: CEO, investor, bank, potential users, etc.). *Written exam 40%* (5 open questions).

Grading:

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

Person responsible:

Xiaotian Zhang

Working life cooperation:

No

Other information:

The number of students is limited.

721539S: Cross-cultural Negotiations, 6 op

Voimassaolo: 01.08.2014 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: John Meewella

Opintokohteen kielet: English

Leikkaavuudet:

723021A Cross-Cultural Negotiations 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 ECTS / 160 hours of work

Language of instruction:

English

Timing:

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

Learning outcomes:

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

Contents:

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, how the dynamics of cross-cultural negotiations can be analyzed in differing cultural settings and how cross-cultural context influences to the sales process. Specific attention is paid to major cultural blocks and their special characteristics regarding negotiations.

Mode of delivery:

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

Learning activities and teaching methods:

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

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

Basic and intermediate studies in international business management

Recommended or required reading:

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.

Assessment methods and criteria:

Exam and exercises and exercise report prepared in a team.

Grading:

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

Person responsible:

John Meewella

Working life cooperation:

No

Other information:

The number of students is limited.

723036S: Current Issues in International Entrepreneurship, 6 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Tuija Mainela

Opintokohteen kielet: English

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English.

Timing:

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

Learning outcomes:

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

Contents:

The course covers a variety of current research topics and managerial issues important in the field of international business and entrepreneurship. 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. Themes are drawn from expertise of the lecturers and research conducted at the department of Management and International Business.

Mode of delivery:

Face-to-face teaching in whole day seminars and workshops (full attendance mandatory).

Learning activities and teaching methods:

Seminar attendance and group discussions.

Target group:

Students with International Business and Management major

Prerequisites and co-requisites:

No

Recommended optional programme components:

No

Recommended or required reading:

The seminar materials assigned by lecturers.

Assessment methods and criteria:

Reflective essay on the seminars and course readings. Passing the course will require attendance in and reporting contents of five seminars organized during the periods A and B. Five workshop sessions with preparation (40 h), reading the course literature (40 h), writing reports (80 h). 100% presence in five seminars required.

Grading:

The course unit utilizes a grading Fail/Pass.

Person responsible:

Estifanos Derseh (coordinator); seminar-based mode of work with professors and experts as lecturers.

Working life cooperation:

No.

Other information:

The number of students is limited.

721540S: Global Business Designing, 6 op

Voimassaolo: 01.08.2014 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Sakari Sipola

Opintokohteen kielet: English

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English

Timing:

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

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching

Learning activities and teaching methods:

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

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

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

Recommended optional programme components:

No

Recommended or required reading:

Article collection and online material.

Assessment methods and criteria:

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

Grading:

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

Person responsible:

Sakari Sipola

Working life cooperation:

No

Other information:

The number of students is limited.

721556S: Globalization and International Management, 6 op

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Juha Tuunainen

Opintokohteen kielet: English

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English.

Timing:

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

Learning outcomes:

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 and working context. The students are able to compare different research approaches of global business analysis.

Contents:

Emanating from a socio-political approach to management, the course will introduce different theorizations and conceptualizations of globalization and its impacts upon economy, society, regions, and organizations. In particular, the role of human relationships, socio-economic dynamics as well as the role of global institutions with

their local impacts will be stressed. Sustainability will feature as a pivotal element of contemporary business context and practice throughout the module.

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

Basic and intermediate studies in international business management

Recommended optional programme components:

No

Recommended or required reading:

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

Assessment methods and criteria:

Group presentation and project report weighting 50% each.

Grading:

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

Person responsible:

Juha Tuunainen and Anna-Liisa Kaasila-Pakanen

Working life cooperation:

No

Other information:

The number of students is limited.

721070S: Globally Responsible Business, 6 op

Voimassaolo: 01.08.2014 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Jan Hermes

Opintokohteen kielet: English

Leikkaavuudet:

ay721070S Globally Responsible Business (OPEN UNI) 6.0 op

Voidaan suorittaa useasti: Kyllä

Ei opintojaksokuvauksia.

721538S: Internationalization Behaviors, 6 op

Voimassaolo: 01.08.2014 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Tuija Mainela

Opintokohteen kielet: English

Leikkaavuudet:

721461S International Business Theory 6.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English

Timing:

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

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

36 hours lectures, case exercises and workshops with advance preparation and reflection (72 h), independent reading of literature (50 h), writing individual home exam (38 h).

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

Basic and intermediate studies in international business management

Recommended optional programme components:

No

Recommended or required reading:

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

Assessment methods and criteria:

Assessment is based on assignments during the course and home exam.

Grading:

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

Person responsible:

Tuija Mainela

Working life cooperation:

No

Other information:

The number of students is limited.

721561S: Leadership Coaching, 6 op

Voimassaolo: 01.08.2011 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Hilikka Poutanen

Opintokohteen kielet: English

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English

Timing:

Periods C and D for the 1st year master studies.

Learning outcomes:

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

Contents:

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

Mode of delivery:

Joint meetings, group work and individual work.

Learning activities and teaching methods:

40 h collaborative learning activities and teaching methods.

Target group:

Students in Management and International Business Master's programme

Prerequisites and co-requisites:

None

Recommended optional programme components:

None

Recommended or required reading:

A variety of material will be given during the course.

Assessment methods and criteria:

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

Grading:

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

Person responsible:

Hilkka Poutanen

Working life cooperation:

None.

721536S: Leadership and Change, 6 op

Voimassaolo: 01.08.2014 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Vesa Puhakka

Opintokohteen kielet: English

Leikkaavuudet:

721518P Leadership and Change 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English

Timing:

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

Learning outcomes:

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.

Contents:

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.

Mode of delivery:

Face-to-face teaching

Learning activities and teaching methods:

20 hours lectures with reflection of lectures (40 h), 16 h teamwork, reading the course literature (50 h), writing the report (54 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.

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

Basic and intermediate studies in international business management

Recommended optional programme components:

No

Recommended or required reading:

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

Assessment methods and criteria:

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

Grading:

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

Person responsible:

Vesa Puhakka

Working life cooperation:

No

Other information:

The number of students is limited.

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

Voimassaolo: 01.08.2014 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Pia Hurmelinna-Laukkanen

Opintokohteen kielet: English

Leikkaavuudet:

723013A Legal Issues in International Business 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English

Timing:

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

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching

Learning activities and teaching methods:

Lectures (8 h), Discussion meetings (24 h), Exercises (4 h), Preparation for the discussion meetings and exercises (42 h), reading the course materials and summarizing it (42 h), Preparation for the exam (40 h).

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

Basic and intermediate studies in international business management

Recommended optional programme components:

None.

Recommended or required reading:

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

Assessment methods and criteria:

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

Grading:

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

Person responsible:

Pia Hurmelinna-Laukkanen and Jenni Myllykoski

Working life cooperation:

None.

Other information:

The number of students is limited.

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

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Lauri Haapanen

Opintokohteen kielet: English

ECTS Credits:

6 ECTS credits / 160 hours of work

Language of instruction:

English.

Timing:

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

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

Basic and intermediate studies in international business management

Recommended optional programme components:

No

Recommended or required reading:

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.

Assessment methods and criteria:

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

Grading:

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

Person responsible:

Lauri Haapanen.

Working life cooperation:

No

Other information:

The number of students is limited.

723030S: Master's Thesis in International Business, 30 op

Voimassaolo: 01.08.2008 -

Opiskelumuoto: Advanced Studies

Laji: Diploma thesis

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

Ei opintojaksokuvauksia.

721530S: Master's Thesis in International Business Management, 30 op

Voimassaolo: 01.08.2014 -

Opiskelumuoto: Advanced Studies

Laji: Diploma thesis

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish, English

Ei opintojaksokuvauksia.

721064S: Methods in Business Research, 6 op

Voimassaolo: 01.08.2014 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Hilikka Poutanen

Opintokohteen kielet: English

Leikkaavuudet:

721063A Business Research Methods 8.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English

Timing:

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

Learning outcomes:

Upon completion of the course, students are able to plan and conduct independent scientific research for solving organizational and business problems, to apply methodological concepts, and choose and apply appropriate qualitative research methods to produce new knowledge. They are able to explain research phenomenon in organizational and business context critically, to assess both qualitative and quantitative methods, as well as ethical aspects in undertaking and writing up organizational and business research.

Contents:

Face-to-face teaching and group work will include the following themes: 1) Research and writing as a process, 2) Ethics in organizational and business research, 3) Research approaches, 4) Research planning and research design, 5) Literature review, 6) Modes of data generation, 7) Data analysis techniques and tools, 8) Conclusion drawing, 9) Research evaluation.

Mode of delivery:

Face-to-face teaching

Learning activities and teaching methods:

Preparation for the pre-assignment (30 h), 36 h lectures and group exercises, group work (40 h), self-study (54 h) including preparing for lectures and group exercises.

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

The pre-assignment should be passed (book Wilson, J.: Essentials of Business Research, Sage Publications 2010). Detailed information on the pre-assignment will be given during the period A on the Noppa Study Portal. Basic and intermediate studies in the international business management should have been completed.

Recommended optional programme components:

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

Recommended or required reading:

Pre-assignment book, article collection and other material appointed by the lecturer.

Assessment methods and criteria:

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

Grading:

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

Person responsible:

Hilkka Poutanen

Working life cooperation:

No

Other information:

The number of students is limited.

721537S: Strategizing Practices, 6 op

Voimassaolo: 01.08.2001 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Sari Laari-Salmela

Opintokohteen kielet: English

Leikkaavuudet:

721554A Strategizing Practices 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English

Timing:

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

Learning outcomes:

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.

Contents:

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

Mode of delivery:

Face-to-face teaching

Learning activities and teaching methods:

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

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

Basic and intermediate studies in international business management

Recommended optional programme components:

No

Recommended or required reading:

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

Assessment methods and criteria:

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

Grading:

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

Person responsible:

Sari Laari-Salmela

Working life cooperation:

No

Other information:

The number of students is limited.

721559S: Venture Growth Strategies, 6 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Sakari Sipola

Opintokohteen kielet: English

Leikkaavuudet:

ay721559S Venture Growth Strategies (OPEN UNI) 6.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 credits / 160 hours of work

Language of instruction:

English.

Timing:

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

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching

Learning activities and teaching methods:

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

Target group:

Students of the Master's program in International Business Management

Prerequisites and co-requisites:

Basic and intermediate studies in international business management

Recommended optional programme components:

No

Recommended or required reading:

Article collection and online material.

Assessment methods and criteria:

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

Grading:

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

Person responsible:

Sakari Sipola

Working life cooperation:

No

Other information:

The number of students is limited.