

Opasraportti

TaTK - Management 2010-2011 (2010 - 2011)

MANAGEMENT

Management is part of the Degree Programme in International Business and Management. Companies are moving from the principles of governing and defending their territories to the continually running the creation of new businesses. Business dynamism is changing the required skills; from managing of existing businesses more efficiently towards leading the creation of newness value. We develop our students' skills to create high-growth business. Central topics are (1) the creation and management of new business; (2) managing knowledge, learning and competencies; (3) the globalization of organizations, change and growth; (4) organizational creativity and strategic principles.

Management's teaching provides theoretical and practical tools and skills to create and manage successfully high growth oriented, technology based business in dynamic business environments. Basic studies: We help you to understand the underlying driving mechanisms and patterns of dynamic business environments. Intermediate studies: We help you to develop the skills to co-create the solutions to business problems. Advanced studies: We help you to build growth business and simplify and give direction to complex situations. The central learning themes and courses are presented in the following figure.

What consequences does all this have on teaching management? Complex and multidimensional, the task facing the management student could be described as follows: management is like joining a game halfway through without knowing what the game is all about or what its goals are, and yet you are expected to grasp its essence and figure out what problem needs to be solved - and then solve it. In other words, management is not an activity, where all the pieces are known before the game begins, and the right solution is arrived at simply by arranging the pieces correctly (as in a jigsaw puzzle). Rather, it is a game, whose name, pieces, rules, logic and outcome have to be decided, while it is in progress. Having the skills to needed to play the game is a crucial success factor in the dynamic organizations of the digital age. The courses will be taught in intensive sessions consisting of field work, workshops, guest lectures and group-work. The main method is solution creation to real business situations by using problem-based learning.

BASIC STUDIES:

721511P Foundations of Management 5 ects
 721519P Strategic management 5 ects
 721518P Leadership and change 5 ects
 723011P Cross-cultural business communications 5 ects
 723022P International business operations 5 ects

INTERMEDIATE STUDIES:

In addition to basic studies:

721517A Seminar in international business and management 10 ects
 721520A Business opportunity creation 5 ects
 721554A Strategizing practices 5 ects
 721513A Human resource management 5 ects
 723027A International project 5 ects
 723021A Cross-cultural negotiations 5 ects

ADVANCED STUDIES:

721550S Master's thesis in management 30 ects
 721554S Business model development 6 ects
 721559S Venture growth strategies 6 ects
 721560S Team building 6 ects
 721535S Competence and knowledge management 6 ects
 721556S Globalization and international management 6 ects

Additional courses for students who study extended major in management (# 145 ects):

721558S Entrepreneurship theory and practice 6 ects
 721551S Current Issues in Management 6 ects
 721461S International business theory 6 ects
 723034S International business development 6 ects
 723035S International sales 6 ects

Tutkintorakenteisiin kuulumattomat opintokokonaisuudet ja -jaksot

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

Opintojaksojen kuvaukset

Tutkintorakenteisiin kuulumattomien opintokokonaisuuksien ja -jaksojen kuvaukset

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

Opiskelumuoto: Intermediate Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Not defined. To be agreed with the responsible person.

Learning outcomes:

Agreed with the responsible person.

Contents:

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

Learning activities and teaching methods:

Not defined. Agreed with the responsible person.

Recommended or required reading:

Agreed with the responsible person.

Assessment methods and criteria:

Not defined.

Grading:

1-5.

Person responsible:

Assistant in Management.

721554S: Business Model Development, 6 op

Opiskelumuoto: Advanced Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

Period C.

Learning outcomes:

After the course a student should know how to design a business model and understand what kind of concrete practice business model development is.

Contents:

Business model could be described as the totality of how a company selects its customers, defines and differentiates its offerings, defines the tasks it will perform itself and those it will outsource, configures its resources, goes to market, creates value for customers and captures profits. The main themes of the course are the following: (1) 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). (2) 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, and pitch and story). (3) Getting results (implementing the new model and tools, making changes visible, and reflection of the process).

Learning activities and teaching methods:

The course will be taught in intensive sessions consisting of field work, 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. Further details will be provided by the responsible person in the first session.

Recommended or required reading:

Martin, R (2009). The design of business: why design thinking is the next competitive advantage (Harvard Business Press); Osterwalder A. & Y. Pigneur. Business model generation: A handbook for visionaries, game changers, and challengers (deluxe version). Article collection.

Check availability from [here](#).

Assessment methods and criteria:

Assessment will be based on group assignment.

Grading:

1-5.

Person responsible:

Assistant in Management.

721520A: Business Opportunity Creation, 5 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Intermediate Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opettajat: Vesa Puhakka

Opintokohteen kielet: English

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Period B.

Learning outcomes:

After the course students recognize the different schools and thoughts of new business creation, understand the links between business/company, market/customers, investors, service providers, vendors/subcontractors and exit markets, and are able to develop and communicate a business opportunity having clear market value. The aim of this course is to develop a knowledge-base and practice concrete methods through which business opportunities can be formed. In addition, this course aims at developing knowledge and experiences how to be in dialogue when tried to locate the possible need for the new business and how to communicate the targeted newness value of the business opportunity.

Contents:

It could be proposed that new business creation is the ultimate task of knowledge-based companies in the post-modern 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 highgrowth ventures. The main themes are (1) intellectual and social capital as the generating forces behind opportunity creation, (2) environmental dynamism as the setting providing opportunities for new business, (3) opportunity creation as strategy-making behaviour, and (4) performance as the reflection of the value the opportunity has created in the market-place.

Learning activities and teaching methods:

The course will be taught in intensive sessions consisting of field work, workshops, guest lectures and group-work. The main method is solution creation to real business situations by using problembased learning. 70 % attendance of sessions is required. Further details will be provided by the responsible person in the first session.

Recommended or required reading:

Gunther Mc-Grawth, R. & I. MacMillan (2000). The entrepreneurial mindset: strategies for continuously creating opportunity in an age of uncertainty (Harvard Business School Press); Article collection.

Check availability from [here](#).

Assessment methods and criteria:

Assessment will be based on interview analysis, group exam and group assignment.

Grading:

1-5.

Person responsible:

Vesa Puhakka.

721535S: Competence and Knowledge Management, 6 op**Voimassaolo:** 01.08.2010 -**Opiskelumuoto:** Advanced Studies**Laji:** Course**Arvostelu:** 1 - 5, pass, fail**Opettajat:** Tuija Lämsä**Opintokohteen kielet:** English**ECTS Credits:**

6 ects.

Language of instruction:

English.

Timing:

Period A.

Learning outcomes:

The course gives indepth 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.

Contents:

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

Learning activities and teaching methods:

The programme actively uses people from industry, business, and the public sector, who are brought into the teaching. The course will be taught in intensive sessions. 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.

Recommended or required reading:

Nonaka, I. & H. Takeuchi (1995). Knowledge creating company (Oxford); Senge, P. (2006). The fifth discipline (Random House Business); Lecture material; Article collection.

Check availability from [here](#).

Assessment methods and criteria:

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

Grading:

1-5.

Person responsible:

Tuija Lämsä.

721551S: Current Issues in Management, 6 op**Opiskelumuoto:** Advanced Studies**Laji:** Course**Arvostelu:** 1 - 5, pass, fail**Opintokohteen kielet:** English

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

Period B.

Learning outcomes:

The main objectives are that students know after this course, examples of the discussions about challenges and views of business ethics and corporate social responsibilities (CSR) in contexts of different continents and countries.

Contents:

In academic year 2010 - 2011 this course handles business ethics and CSR. The course will explore these themes in global context. In this course students familiarize with business ethics and CSR discussions in different continents and countries by reading and analyzing articles. Central theories of business ethics and CSR are also discussed.

Learning activities and teaching methods:

Lectures, group assignment, presentations, discussions, independent studying.

Recommended or required reading:

Articles and lecture slides. Crane, A. & Matten, D. (2007). Business ethics - managing corporate citizenship and sustainability in the age of globalization (Oxford University Press).

Check availability from [here](#).

Assessment methods and criteria:

Group assignment (including presentation).

Grading:

1-5.

Person responsible:

Antti Vähäkangas.

721558S: Entrepreneurship Theory and Practice, 6 op

Voimassaolo: 01.08.2007 -

Opiskelumuoto: Advanced Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

Period D.

Learning outcomes:

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

Contents:

Entrepreneurship is creative activity in which new business is created without knowing precisely what the goal is or what is the initial situation, but still new activity is created. The core to entrepreneurship is creating new opportunities for business and implementing them 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.

Learning activities and teaching methods:

An introductory lecture. An individual assignment based on student's proposal.

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

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

Grading:

1-5.

Person responsible:

Assistant in Management.

721241A: Field Project, 5 op

Opiskelumuoto: Intermediate Studies

Laji: Practical training

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

ECTS Credits:

5 ects.

Language of instruction:

Free.

Timing:

Free.

Learning outcomes:

To be agreed with the professor.

Grading:

1-5.

Person responsible:

The professor(s) of the major.

721511P: Foundations of Management, 5 op

Opiskelumuoto: Basic Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opettajat: Vesa Puhakka

Opintokohteen kielet: English

Leikkaavuudet:

ay721511P Foundations of Management (OPEN UNI) 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Period A.

Learning outcomes:

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

Contents:

Management is inherently about discussing the needs of a social context so that it initiates behaviour that satisfies the needs of the social context. Management is more about sense-making and sense-giving than about decision-making or rational analyses, although those are also needed. In this process managers take the most central role by recognizing prominent new ideas for business developed by the organizational system, discovering customer needs in the contexts, organizing resources and actions to link ideas for business and customer needs, and finally transferring the created new value to larger markets. The course considers the practice of contemporary management and the ways in which management has evolved. The intention is to understand 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.

Learning activities and teaching methods:

The course will be taught in intensive sessions consisting of field work, 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.

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

Assessment will be based on group exam and group assignment.

Grading:

1-5.

Person responsible:

Vesa Puhakka.

721556S: Globalization and International Management, 6 op

Opiskelumuoto: Advanced Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

6 ect.

Language of instruction:

English.

Timing:

Period B.

Learning outcomes:

Critically reflecting about the current state of the global economic order, the module encourages a new socially and culturally sensitive approach to management - one that combines economic rationality with social, cultural, and regional sustainability. Students will be guided to develop a praxis-oriented approach to the subject matter and to be demonstrated in group presentations and projects.

Contents:

Emanating from a sociocultural approach to international management, the module will introduce different conceptualizations of globalization and its impact upon economy, society, regions, and organizations. In particular, the role of human relationships, socioeconomic 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.

Learning activities and teaching methods:

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.

Recommended or required reading:

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

Assessment methods and criteria:

Group presentation and project report carrying 50% weighting each.

Grading:

1-5.

Person responsible:

Dirk Bunzel.

721513A: Human Resource Management, 5 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Intermediate Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opettajat: Dirk Bunzel

Opintokohteen kielet: English

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Period D.

Learning outcomes:

The module introduces generic HRM functions as relevant to the context of today's global knowledge economy. Students will be guided to apply the competencies thus acquired in the context of an HRM project of their own design.

Contents:

The module not only reviews generic functions of HRM, such as strategic human resource management, organizational behaviour, leadership, or management development; it puts these functions into the context of today's global knowledge economy. A critical and praxis-oriented approach to HRM is emphasized to allow for the design of adequate, reflexive, and flexible HR strategies and policies.

Learning activities and teaching methods:

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.

Recommended or required reading:

Core text: Karen Legge: 'Human Resource Management'; Article collection; Lecture notes.

Check availability from [here](#).

Assessment methods and criteria:

Group presentation and project report carrying 50% weighting each.

Grading:

1-5.

Person responsible:

Dirk Bunzel.

721518P: Leadership and Change, 5 op

Opiskelumuoto: Basic Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opettajat: Ruopsa, Jukka Kullervo

Opintokohteen kielet: English

Leikkaavuudet:

ay721518P Leadership and Change (OPEN UNI) 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Period C.

Learning outcomes:

The course enables students to expand their thinking outside the present concepts and explore the area of leadership as it will impact and apply in the future to the individual, the group, the organization and an industry. After the course the student will develop an understanding for leadership abilities, attributes, skills and principles for success in today's complex organizations, in a complex and dynamic environment. The student comprehends the dynamic interplay between leadership, organization and change, and the organizations' tension between 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 focal approaches to leadership and explores it systematically through interplay of theory and practical cases in a complex, changing, and unpredictable world. The main idea introduced is that the practice of effective leadership in any context requires management of multiple relationships, transactions, and even conflicts with a variety of different parties - including colleagues, customers, suppliers, competitors, and local communities.

Learning activities and teaching methods:

The programme actively uses people from industry, business, and the public sector, who are brought into the teaching. The course will be taught in intensive sessions consisting of case processing, individual and group-work. 70 % attendance of sessions is required. Further details will be provided by the responsible person in the first session.

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

Assessment will be based on individual exam and group assignment.

Grading:

1-5.

Person responsible:

Tuija Lämsä.

721550S: Master's Thesis, Management and Organization, 30 op

Opiskelumuoto: Advanced Studies

Laji: Diploma thesis

Arvostelu: A,B,N,C,M,EX,L

Opintokohteen kielet: Finnish, English

ECTS Credits:

30 ects.

Language of instruction:

English.

Timing:

Periods A-D.

Learning outcomes:

The objective of studies related to the Master's thesis is to provide the students with skills and competences required in acquiring scientific knowledge independently, planning and formulating research questions and approaches, and applying these skills and competences during the process of creating a master's thesis. The whole process aims to develop students' skills in independent, problem-solving oriented, analytical, and scientific thinking and reporting.

Contents:

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

Learning activities and teaching methods:

Seminar sessions. The students are required to present three separate reports: 1) Topic analysis (2-3 pages), 2) Intermediate report (20-30 pages), and 3) Manuscript (60-90 pages). The work starts with a kick-off session and the progress and timing of the sessions is agreed in the kick-off.

Recommended optional programme components:

Seminar in International business and management.

Recommended or required reading:

Will be given during the course.

Assessment methods and criteria:

Seminars and individual/group counselling.

Grading:

A-L.

Person responsible:

Vesa Puhakka.

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

Opiskelumuoto: Intermediate Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

ECTS Credits:

10 ect.

Language of instruction:

English.

Timing:

Periods C-D.

Learning outcomes:

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

Contents:

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

Learning activities and teaching methods:

Students will analyze earlier research papers in small groups. Student's individual research will start with an idea paper, followed by the final paper. The final papers will be presented in small groups, in which students will also be appointed as an opponent. Lectures organized jointly with International business.

Recommended or required reading:

Bryman, A. & E. Bell (2003). Business research methods (Oxford University Press); Ghauri. P. & K. Gronhaug (2005). Research methods in business studies: a practical guide (Pearson Education); Additional articles will be given during the course.

Check availability from [here](#).

Assessment methods and criteria:

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

Grading:

1-5.

Person responsible:

Tuija Lämsä.

721555S: Special Issue in Management, 6 op

Opiskelumuoto: Advanced Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

Free.

Learning outcomes:

Student is capable to analyze and develop the managerial and organizational phenomena and practices of the field of management and organization.

Learning activities and teaching methods:

Free.

Recommended or required reading:

Free.

Assessment methods and criteria:

The topic of the lecture courses varies. Also courses taken in some other Finnish or foreign universities can be accepted as a completion of the course.

Grading:

1-5.

Person responsible:

Professor in Management.

Other information:

Optional in every programme.

721519P: Strategic Management, 5 op

Voimassaolo: 01.08.2008 -

Opiskelumuoto: Basic Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opettajat: Sari Laari-Salmela

Opintokohteen kielet: English

Leikkaavuudet:

ay721519P Strategic Management (OPEN UNI) 5.0 op

ECTS Credits:

5 ect.

Language of instruction:

English.

Timing:

Period A.

Learning outcomes:

After the course students recognize the different schools of strategic management, are able to define the central concepts, understand the links between strategy, markets and operations of an organization and are able to develop and communicate a strategy having clear market value. The aim of this course is to increase understanding of the nature of the generative mechanisms through which the strategies are formed.

Contents:

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

Learning activities and teaching methods:

The course will be taught in intensive sessions consisting of field work, workshops, guest lectures and group-work. The main method is solution creation to real business situations by using problembased learning. 70 % attendance of sessions is required. Further details will be provided by the responsible person in the first session.

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

Assessment will be based on interview analysis, group exam and group assignment.

Grading:

1-5.

Person responsible:

Sari Laari-Salmela.

721554A: Strategizing Practices, 5 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Intermediate Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opettajat: Sari Laari-Salmela

Opintokohteen kielet: English

Leikkaavuudet:

ay721554P Strategizing Practices (OPEN UNI) 5.0 op

ECTS Credits:

5 ect.

Language of instruction:

English.

Timing:

Period C.

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 understand deeply the process-based approach to strategy, are able to compare the process based against the planning based approach to strategy, are able to analyze what strategic actors do in practice, emphasize the internal micro-practices organizing the strategy and execute strategizing practices.

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.

Learning activities and teaching methods:

The course will be taught in intensive sessions consisting of field work, workshops, guest lectures and group-work. The main method is solution creation to real business situations by using problembased learning. 70 % attendance of sessions is required. Further details will be provided by the responsible person in the first session.

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

Assessment will be based on interview analysis, group exam and group assignment (including presentation).

Grading:

1-5.

Person responsible:

Sari Laari-Salmela.

721560S: Team Building, 6 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Advanced Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opettajat: Dirk Bunzel

Opintokohteen kielet: English

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

Period A.

Learning outcomes:

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

Contents:

The module familiarizes students with aspects, strategies, and stages of team building as adequate to contemporary organizations. It allows students to practice their team building competencies by offering guidance on the design and management of teams in class and beyond.

Learning activities and teaching methods:

The course will be taught in intensive sessions in comprising of workshops, lectures and team building exercises. Attendance of lectures and team building exercises is mandatory. Further details will be provided by the module leader during the first session.

Recommended or required reading:

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

Assessment methods and criteria:

Group presentation and team building exercise carrying 50% weighting each.

Grading:

1-5.

Person responsible:

Dirk Bunzel.

721559S: Venture Growth Strategies, 6 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Advanced Studies

Laji: Course

Arvostelu: 1 - 5, pass, fail

Opettajat: Sari Laari-Salmela, Marko Forsell

Opintokohteen kielet: English

Leikkaavuudet:

ay721559S Venture Growth Strategies (OPEN UNI) 6.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

Period D.

Learning outcomes:

The course offers insight into how firms learn and develop capabilities for creating and sustaining competitiveness in rapidly changing and uncertain business environments. The course will provide students with a series of frameworks, analytical skills and techniques, and decision-making tools that can be used in growing businesses.

Contents:

Firm growth is regarded as one of the key issues in economic development of nations and growth is at the top of the target list in many companies. In practice, some firms manage to take temporary spurts of growth but are not able to keep up sustained, profitable growth process. This is especially true in knowledgebased industries where technological change is considered to be one of the main drivers of growth. The course focuses on the opportunities and challenges involved in the management of growth in international settings. Consequently, the approach of firm growth emphasises type of opportunity, strategic behaviours for its realisation and contextual determinants, dynamism and episodic nature of firm development.

Learning activities and teaching methods:

The course will be taught in intensive sessions consisting of field work, 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.

Recommended or required reading:

Flamholtz, E.G. & Y. Randle (2007). Growing pains: transitioning from an entrepreneurship to a professionally managed firm, 4th Ed. John Wiley & Sons; Article collection; Lecture notes.

Check availability from [here](#).

Assessment methods and criteria:

Assessment will be based on group assignment (including presentation).

Grading:

1-5.

Person responsible:

Sari Laari-Salmela & Marko Forsell.