

# Opasraportti

## TaTK - Management 2011-2012 (2011 - 2012)

### JOHTAMINEN

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:

#### Perusopinnojen lisäksi:

721517A Seminar in international business and management 10 ects

In addition choose at least 25 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  
 721005A Additional studies in Management  
 721241A Field project

**ADVANCED STUDIES:**

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

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

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

**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 in Management, 30 op  
 721517A: Seminar / Bachelor's Thesis in Management, 10 op  
 721555S: Special Issue in Management, 6 op  
 721519P: Strategic Management, 5 op  
 721554A: Strategizing Practices, 5 op  
 721560S: Team Building, 6 op  
 721559S: Venture Growth Strategies, 6 op

**Opintojaksojen kuvaukset****Tutkintorakenteisiin kuulumattomien opintokokonaisuuksien ja -jaksojen kuvaukset**

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

**Opiskelumuoto:** Intermediate Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** Vesa Puhakka

**Opintokohteen kielet:** Finnish

**Voidaan suorittaa useasti:** Kyllä

**ECTS Credits:**

5 ects.

**Language of instruction:**

English.

**Timing:**

Not defined. To be agreed with the responsible person.

**Learning outcomes:**

Agreed with the responsible person.

**Contents:**

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

**Learning activities and teaching methods:**

Not defined. Agreed with the responsible person.

**Recommended or required reading:**

Agreed with the responsible person.

**Assessment methods and criteria:**

Not defined.

**Grading:**

1-5.

**Person responsible:**

Vesa Puhakka.

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

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** John Meewella

**Opintokohteen kielet:** English

**ECTS Credits:**

6 ects.

**Language of instruction:**

English.

**Timing:**

Period C.

**Learning outcomes:**

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

**Contents:**

Business model could be described as the totality of how a company selects its customers, defines and differentiates its offerings, defines the tasks it will perform itself and those it will outsource, configures its

resources, goes to the market, creates value for customers and captures profits. The main themes of the course are the following: i) mapping the past to understand the current business situation and the critical elements that need to be developed (entrepreneurial story, business analysis, business model and ecosystem visualization, and VC feedback); ii) new model building to develop a new mindset and tools for business building (improved value proposition and business model, opportunity research, value proposition development, design of capability building, business model development, pitch and story); and iii) getting results (implementing the new model and tools, making changes visible, and reflection of the process).

**Learning activities and teaching methods:**

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.

**Recommended optional programme components:**

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

**Recommended or required reading:**

Article collection, videos, power points and other resources will be provided on Optima. Gunther McGrawth, R. & I. MacMillan (2000). The entrepreneurial mindset: strategies for continuously creating opportunity in an age of uncertainty (Harvard Business School Press). Hisrich, R. D., Peters, M. P. & Shepherd, D. A. (2010). Entrepreneurship, 8th edition, McGraw-Hill International Edition. Kuratko, D. F. 2009 Introduction to entrepreneurship, 8th edition, South Eastern. Martin, R. (2009). The design of business: why design thinking is the next competitive advantage (Harvard Business Press). McGrath, R. G. & MacMillan, I. (2000). The entrepreneurial mindset: Strategies for continuously creating opportunity in an age of uncertainty, Harvard Business School Press. Osterwalder A. & Y. Pigneur: Business model generation: A handbook for visionaries, game changers, and challengers (deluxe version). Timmons, J. A. & Spinelli, S. Jr. (2009). New Venture Creation: Entrepreneurship for the 21st century, 8th Edition, McGraw-Hill International Edition. Timmons, J. A., Zacharakis, A. & Spinelli, S. (2004). Business Plans That Work: A guide for small business, McGraw-Hill. Weber, A. (2005). Data-driven business models, Thomson.

Check availability from [here](#).

**Assessment methods and criteria:**

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

Team reflective learning diary 30%

- align with creativity-innovation-entrepreneurship: idea engineering through business modelling ...

- 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%

- analyse and recommend new BM or create unique BM

**Grading:**

1-5.

**Person responsible:**

John Meewella.

**Other information:**

The number of students is limited.

## 721520A: Business Opportunity Creation, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Intermediate Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** John Meewella

**Opintokohteen kielet:** English**ECTS Credits:**

5 ects.

**Language of instruction:**

English.

**Timing:**

Period B.

**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 should be able to integrate and compose their innate creativity, innovation and entrepreneurial skills to harness ideas through opportunities. Specifically, learners will be able to discriminate between idea engineering workshops and elevator pitch presentations in demonstrating unique value propositions to target audiences in approving or rejecting the merits of an intended venture creation. Participants will also be able to experiment with their own potential ideas as opportunity explorers and measure/judge them from an entrepreneurial perspective.

**Contents:**

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.

**Learning activities and teaching methods:**

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.

**Recommended optional programme components:**

Foundations of Management.

**Recommended or required reading:**

Article collection, videos, power points and other resources will be provided on Optima. Gunther McGrawth, R. & I. MacMillan (2000). The entrepreneurial mindset: strategies for continuously creating opportunity in an age of uncertainty (Harvard Business School Press). Hisrich, R. D., Peters, M. P. & Shepherd, D. A. (2010). Entrepreneurship, 8th edition, McGraw-Hill International Edition. Kuratko, D. F. 2009 Introduction to entrepreneurship, 8th edition, South Eastern. Timmons, J. A. & Spinelli, S. Jr. (2009). New Venture Creation: Entrepreneurship for the 21st century, 8th Edition, McGraw-Hill International Edition.

Check availability from [here](#).

**Assessment methods and criteria:**

Assessment tasks will comprise of a range of individual and team based activities surrounding idea engineering workshops and elevator pitch/ rocket pitch presentations aligning course contents with real life business opportunity creation models and practices. Team reflective learning diary 30% {align with creativity-innovation-entrepreneurship: idea engineering}; Team idea engineering workshop & 1,000 ideas report = 30% {highlight 100 ideas surrounding a personal intra- or entrepreneurial case}; Team elevator/ rocket pitch report = 20%; {1-2 page report pitched to target audience creatively: CEO, investor, bank etc}; Team elevator/ rocket pitch = 20%: {60-180 seconds pitch to target audience creatively: CEO, investor, bank etc}.

**Grading:**

1-5.

**Person responsible:**

John Meewella.

**Other information:**

The number of students is limited.

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

Voimassaolo: 01.08.2010 -

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** Tuija Lämsä

**Opintokohteen kielet:** English

**ECTS Credits:**

6 ects.

**Language of instruction:**

English.

**Timing:**

Period A.

**Learning outcomes:**

The course gives in-depth knowledge to understand the relation between scientific knowledge production and competence in the context of organization. After the course the students know how to identify and analyze different knowledge and know-how flows and processes within 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:**

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.

**Recommended optional programme components:**

Courses 721519P Strategic Management and 721554A Strategizing Practices.

**Recommended or required reading:**

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

Check availability from [here](#).

**Assessment methods and criteria:**

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

**Grading:**

1-5.

**Person responsible:**

Tuija Lämsä.

**Other information:**

The number of students is limited.

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

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** Ruopsa, Jukka Kullervo

**Opintokohteen kielet:** English

**ECTS Credits:**

6 ects.

**Language of instruction:**

Finnish.

**Timing:**

Period B.

**Learning outcomes:**

The module encourages students to think the nature of today's organization life. Within the appointments students will acquaint themselves with the interplay of organization and its external environment. What are the aspects of environmental uncertainty and how to adapt to them?

**Contents:**

This year the purpose of this module is to develop a framework for assessing environments and how organizations can respond to them. We identify the organizational domain and the sectors that influence the organization. We will explore two major environmental forces on the organization – the need for information and the need for resources. How organizations respond to these forces through structural design, planning systems and attempts to change and control elements in the environment.

**Learning activities and teaching methods:**

The course will be taught in lectures, workshops and group-work.

**Recommended or required reading:**

Articles and lecture notes. Case information from internet and business magazines.

Check availability from [here](#).

**Assessment methods and criteria:**

Group presentation and home exam carrying 50% weighting each.

**Grading:**

1-5.

**Person responsible:**

Jukka Ruopasa.

**Other information:**

The number of students is limited.

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

**Voimassaolo:** 01.08.2007 -

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opintokohteen kielet:** English

**ECTS Credits:**

6 ects.

**Language of instruction:**

English.

**Timing:**

Period D.

**Learning outcomes:**

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

**Contents:**

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

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

**Recommended or required reading:**

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

Check availability from [here](#).

**Assessment methods and criteria:**

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

**Grading:**

1-5.

**Person responsible:**

Vesa Puhakka.

**Other information:**

The number of students is limited.

## 721241A: Field Project, 5 op

**Opiskelumuoto:** Intermediate Studies

**Laji:** Practical training

**Vastuuyksikkö:** Oulu Business School

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

**Opintokohteen kielet:** Finnish

**ECTS Credits:**

5 ect.

**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

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** John Meewella



**Opintokohteen kielet:** English

**Leikkaavuudet:**

ay721511P Foundations of Management (OPEN UNI) 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**ECTS Credits:**

5 ect.

**Language of instruction:**

English.

**Timing:**

Period A.

**Learning outcomes:**

This course is expected to integrate learners' existing general knowledge in recognizing basic concepts, themes and components of management science. At the successful completion of this course, participants should be able to discover and demonstrate their unique capabilities of acting out a manager's life in combining both theoretical and practical aspects of management. Participants will also be able to apply and experiment with techniques in managing and operating within large teams within dynamic complex environmental settings. Overall participants are expected to understand their own management capabilities and learning tools in preparation for contemporary and emerging career contexts.

**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, lectures and teamwork. 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.

**Recommended or required reading:**

Article collection, videos, power points and other resources will be provided on Optima. Clegg, S., M. Korn-berger & T. Pitsis (2nd edition) Managing and organizations. An introduction to theory and practice (Sage). Robbins, S. P. & Coulter, M. 2008 (8th edition) Management. Robbins, S. P. & DeCenzo, D. A. 2008 "Fundamentals of Management: Essential Concepts and applications", 6th edition, Pearson International Edition. Robbins, SP, Bergman, R, Stagg, I, & Coulter, M 2003 Foundations of Management, Prentice Hall, Sydney.

Check availability from [here](#).

**Assessment methods and criteria:**

A tentative draft of assessments based on a variety of team activities are detailed below. The nature and execution of these assessments are designed to match as closely as possible a real life managerial context; such as the need to operate in teams simultaneously balancing and aligning the needs of individual, departmental, organizational goals and wider corporate social responsibilities.

Team reflective learning diary 20% {align with POLC, POSLC or similar functions}

Team chapter synthesis report = 20% {highlights of a selected management theme}

Team in-class chapter discussion/facilitation = 20% {managerial presentation of the selected theme to colleagues}

Team business report 20% {analysis of a management problem in a real life case}

Team business presentation 20% {summary of case presentation and recommendations}

**Grading:**

1-5.

**Person responsible:**

John Meewella.

**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

**Opintokohteen kielet:** English

**Required proficiency level:**

Leadership and change ja Human resource management.

**ECTS Credits:**

6 ect.

**Language of instruction:**

English.

**Timing:**

Period B.

**Learning outcomes:**

- Critically reflecting about the current state of the global economic order
- Socially and culturally sensitive approach to management

**Contents:**

- Socio-cultural approach to international management
- Different conceptualizations of globalization and its impact upon economy, society, regions, and organizations

**Learning activities and teaching methods:**

- **Please note the difference to the guide: The only way to do the course in this academic year is to do literature exam i.e. course will not be lectured.** This means that the student reads whole course book to prepare to the examination.

**Recommended optional programme components:**

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

**Recommended or required reading:**

- Parker, B. (2005) Introduction to Globalization and Business: Relationships and Responsibilities (Sage).  
Whole book

**Assessment methods and criteria:**

Literature exam

**Grading:**

1-5.

**Person responsible:**

Antti Vähäkangas

**Other information:**

The number of students is limited.

## 721513A: Human Resource Management, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Intermediate Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** Hilikka Poutanen

**Opintokohteen kielet:** English

**ECTS Credits:**

5 ects.

**Language of instruction:**

English.

**Timing:**

Period D.

**Learning outcomes:**

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 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 optional programme components:**

Leadership and Change course is mandatory as previous studies.

**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:**

Hilikka Poutanen.

**Other information:**

The number of students is limited.

## 721518P: Leadership and Change, 5 op

**Opiskelumuoto:** Basic Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** Hilikka Poutanen

**Opintokohteen kielet:** English

**Leikkaavuudet:**

ay721518P Leadership and Change (OPEN UNI) 5.0 op

**Voidaan suorittaa useasti:** Kyllä

**ECTS Credits:**

5 ects.

**Language of instruction:**

English.

**Timing:**

Period C.

**Learning outcomes:**

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

Hilkka Poutanen.

**Other information:**

The number of students is limited.

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

**Opiskelumuoto:** Advanced Studies

**Laji:** Diploma thesis

**Vastuuyksikkö:** Oulu Business School

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

**Opintokohteen kielet:** Finnish, English

**ECTS Credits:**

30 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, problemsolving oriented, analytical, and scientific thinking and reporting.

**Contents:**

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

**Learning activities and teaching methods:**

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

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

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

**Recommended optional programme components:**

Intermediate studies in management are mandatory as previous studies.

**Recommended or required reading:**

Will be given during the course.

**Assessment methods and criteria:**

Seminars and individual/group counselling.

**Grading:**

1-5.

**Person responsible:**

Vesa Puhakka.

**Other information:**

The number of students is limited.

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

**Opiskelumuoto:** Intermediate Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** Tuija Lämsä

**Opintokohteen kielet:** Finnish

**Required proficiency level:**

Basic studies in Management.

**ECTS Credits:**

10 ects.

**Language of instruction:**

English.

**Timing:**

Periods B-D.

**Learning outcomes:**

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

**Contents:**

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

**Learning activities and teaching methods:**

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

**Recommended or required reading:**

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

**Assessment methods and criteria:**

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

**Grading:**

1-5.

**Person responsible:**

Tuija Lämsä and Antti Vähäkangas.

**Other information:**

The number of students is limited.

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

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opintokohteen kielet:** English

**ECTS Credits:**

6 ects.

**Language of instruction:**

English.

**Timing:**

Free.

**Learning outcomes:**

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:**

Vesa Puhakka.

**Other information:**

Optional in every programme.

**721519P: Strategic Management, 5 op**

**Voimassaolo:** 01.08.2008 -

**Opiskelumuoto:** Basic Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** Sari Laari-Salmela

**Opintokohteen kielet:** English

**Leikkaavuudet:**

ay721519P Strategic Management (OPEN UNI) 5.0 op

**ECTS Credits:**

5 ect.

**Language of instruction:**

English.

**Timing:**

Period A.

**Learning outcomes:**

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

**Contents:**

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

**Learning activities and teaching methods:**

The course will be taught in intensive sessions consisting of workshops, guest lectures and groupwork. 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:**

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 group assignment and individual exam.

**Grading:**

1-5.

**Person responsible:**

Sari Laari-Salmela.

**Other information:**

The number of students is limited.

## 721554A: Strategizing Practices, 5 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Intermediate Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** Sari Laari-Salmela

**Opintokohteen kielet:** English

**Leikkaavuudet:**

ay721554P Strategizing Practices (OPEN UNI) 5.0 op

**ECTS Credits:**

5 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 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.

**Learning activities and teaching methods:**

The course will be taught in intensive sessions consisting of workshops, guest lectures and groupwork. 70 % attendance of sessions is required. Further details will be provided by the responsible person in the first session.

**Recommended optional programme components:**

Strategic Management course is mandatory as previous studies.

**Recommended or required reading:**

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

Check availability from [here](#).

**Assessment methods and criteria:**

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

**Grading:**

1-5.

**Person responsible:**

Sari Laari-Salmela.

**Other information:**

The number of students is limited.

## 721560S: Team Building, 6 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** John Meewella

**Opintokohteen kielet:** English

**ECTS Credits:**

6 ects.

**Language of instruction:**

English.

**Timing:**

Period A.

**Learning outcomes:**

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

**Contents:**

This course introduces team building as generic aspect of contemporary work organization. It further discusses diverse aspects, strategies, and stages of team building and puts these into the context of current debates on self-managed teams, project groups, or flexible work arrangements. The course favours a critical and praxis-oriented



approach that allows students to develop and train strategies for team building as relevant to their preferences and /or work scenarios.

**Learning activities and teaching methods:**

The course will be taught in intensive sessions in comprising of workshops, lectures and team building exercises. In order to gain a comprehensive and in-depth understanding of the concepts as well as to develop practical competencies, participants are expected to maintain a minimum of 70% attendance of sessions.

**Recommended optional programme components:**

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

**Recommended or required reading:**

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

Check availability [here](#).

**Assessment methods and criteria:**

Considering the vital importance of building teams within contemporary managerial context, this course places heavy emphasis on real life team building activities. Naturally the following tentative assessment schedule is designed to ensure that the participants gain a solid appreciation for team building activities in class and beyond. Team reflective learning diary 20% {align with Tuckman's stages} Team in-class TB mind-map = 20% {designing a role play or game highlighting team building aspects} Team in-class TB mind-map facilitation = 20% {executing role play or game} Team TB roles-management report 20% {real life business case report} Team TB seminar series 20% {business style professional 10 minute presentation}

**Grading:**

1-5.

**Person responsible:**

John Meewella.

**Other information:**

The number of students is limited.

## 721559S: Venture Growth Strategies, 6 op

**Voimassaolo:** 01.08.2010 -

**Opiskelumuoto:** Advanced Studies

**Laji:** Course

**Vastuuyksikkö:** Oulu Business School

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

**Opettajat:** Sari Laari-Salmela

**Opintokohteen kielet:** English

**Leikkaavuudet:**

ay721559S Venture Growth Strategies (OPEN UNI) 6.0 op

**Voidaan suorittaa useasti:** Kyllä

**ECTS Credits:**

6 ect.

**Language of instruction:**

Finnish.

**Timing:**

Period D.

**Learning outcomes:**

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

**Contents:**

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 knowledge-based 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 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 optional programme components:**

Strategic Management and Strategizing Practices courses are mandatory as previous studies.

**Recommended or required reading:**

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

Check availability from [here](#).

**Assessment methods and criteria:**

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

**Grading:**

1-5.

**Person responsible:**

Sari Laari-Salmela.

**Other information:**

The number of students is limited.