

Opasraportti

TaTK - Management 2013-2014 (2013 - 2014)

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

The degree program in management focuses on creating understanding of the drivers and mechanisms of dynamic business contexts and the practices of creating, leading and developing business in variety of situations. In the current, most often global, business the problems should be solved collectively in cooperation with a team, stakeholders and various cooperation partners. The program aims to especially develop thinking and skills that are needed in building high-growth business and in changing the ways of behaving and direction of operations in complex settings. Our view of management could be described through a metaphor of 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 problems needs to be solved – and then solve them. 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 needed to play this game is a crucial success factor in the dynamic organizations of the digital age. The main method of teaching is solution creation to business situations by using problem-based learning.

Course Structure Diagram 2013-14

[B.Sc. \(Econ. & Bus. Adm.\) in Management](#) (includes structures of Management and International Business)

[M.Sc. \(Econ. & Bus. Adm.\) in Management](#)

Degree structure

Basic studies (ECTS):

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

Intermediate studies:

In addition to basic studies:

721517A Seminar in Management 10

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

721520A Business Opportunity Creation 5

721554A Strategizing Practices (formerly Strategy and Management) 5

721513A Human Resource Management 5

723027A International Project 5

723021A Cross-Cultural Negotiations 5

723029A International Organization Design 5

721005A Additional Studies in Management 5

721241A Harjoittelu (Internship) 5

Advanced studies:

721550S Master's Thesis in Management 30

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

721554A Business Model Development 6

721559S Venture Growth Strategies 6

721560S Team Building 6

721535S Competence and Knowledge Management 6

721556S Globalization and International Management 6

723036SS Current Issues in International Business and Management 6

721558S Entrepreneurship Theory and Practice 6

723035S	International Sales	6
723034S	International Business Development	6
723032S	Cross-Cultural Leadership	6
721555S	Special Issues in Management	6

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
 723011P: Cross-Cultural Business Communications, 5 op
 723021A: Cross-Cultural Negotiations, 5 op
 723032S: Cross-cultural Leadership, 6 op
 723036S: Current Issues in International Business and Management, 6 op
 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
 723034S: International Business Development, 6 op
 723022P: International Business Operations, 5 op
 723029A: International Organization Design, 5 op
 723027A: International Project, 5 op
 723035S: International Sales, 6 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
 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:

2-5 ects.

Language of instruction:

Varies depending on the way of completion.

Timing:

Free.

Learning outcomes:

Varies depending on the mode of completion. If an independent assignment is agreed on the student will be able to summarize and integrate the acquired knowledge on a chosen topic.

Contents:

Contents will be agreed on individually. The course may consist of relevant studies completed in other faculties or universities.

Mode of delivery:

Individual work supervised by the professor or course taken, for example, on exchange period.

Learning activities and teaching methods:

To be agreed on with the professor.

Target group:

Students of Management.

Prerequisites and co-requisites:

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Recommended optional programme components:

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Recommended or required reading:

To be agreed on with the professor.

Assessment methods and criteria:

Individual written report or course transferred from an exchange period.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Professor of Management.

Working life cooperation:

-

Other information:

-

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:

Spring semester/ period C.

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

24 hours lectures with reflection (48 h), workshop sessions (8h), team work (30 h), reading the course literature (30 h), writing the report (44 h). The course will be taught in intensive sessions consisting of field work, workshops, lectures and teamwork. The main method is solution creation to real business situations by using problem-based learning. In order to gain a comprehensive and in-depth understanding of the concepts as well as to develop practical competencies, participants are expected to maintain a minimum of 70% attendance of sessions.

Target group:

Students with Management as the major subject.

Prerequisites and co-requisites:

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

Recommended optional programme components:

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Recommended or required reading:

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

Hisrich, R. D., Peters, M. P. & Shepherd, D. A. (2010). Entrepreneurship, 8th edition, McGraw-Hill International Edition. Kuratko, D. F. 2009 Introduction to entrepreneurship, 8th edition, South Eastern. Martin, R. (2009). The design of business: why design thinking is the next competitive advantage (Harvard Business Press).

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

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

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

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

Check availability from [here](#).

Assessment methods and criteria:

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

Team reflective learning diary 30%

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

Team real-company business model presentation 30%

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

Team real-company business model report 40%

- analyze and recommend new BM or create unique BM

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

John Meewella.

Working life cooperation:

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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: Xiaotian Zhang

Opintokohteen kielet: English

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Autumn semester/ period B.

Learning outcomes:

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

Contents:

This course simulates real life business opportunity creation within workshop settings. It could be proposed that new business creation is the ultimate task of knowledge-based companies in the postmodern economy. This course aims at introducing, firstly, the basic concepts, historical developments and schools of business creation and, secondly, the contemporary methods of business opportunity creation in high growth ventures. The main themes are: i) intellectual and social capital as the generating forces behind opportunity creation; ii) environmental dynamism as the setting providing opportunities for new business; iii) opportunity creation as strategy-making behaviour; and iv) performance as the reflection of the value of opportunity created in the market-place.

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

24 hours lectures with reflection (48 h), workshop sessions and team work (28 h), reading the course literature (20 h), writing the reports (77 h). The course will be taught in intensive sessions consisting of field work, workshops, lectures and team work. The main method is solution creation to real business situations by using problem based learning. In order to gain a comprehensive and in-depth understanding of the concepts as well as to develop practical competencies, participants are expected to maintain a minimum of 70% attendance of sessions.

Target group:

Students in Management and International Business majors.

Prerequisites and co-requisites:

721511P Foundations of Management is mandatory as previous studies.

Recommended optional programme components:

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Recommended or required reading:

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

Hisrich, R. D., Peters, M. P. & Shepherd, D. A. (2010). Entrepreneurship, 8th edition, McGraw-Hill International Edition.
 Kuratko, D. F. 2009 Introduction to entrepreneurship, 8th edition, South Eastern.
 Timmons, J. A. & Spinelli, S. Jr. (2009). New Venture Creation: Entrepreneurship for the 21st century, 8th Edition, McGraw-Hill International Edition.

Check availability from [here](#).

Assessment methods and criteria:

Assessment tasks will comprise of a range of individual and team based activities surrounding idea engineering workshops and elevator pitch/ rocket pitch presentations aligning course contents with real life business opportunity creation models and practices.

Team reflective learning diary 30% {align with creativity-innovation-entrepreneurship: idea engineering}; Team idea engineering workshop & 1,000 ideas report = 30% {highlight 100 ideas surrounding a personal intra- or entrepreneurial case};

Team elevator/ rocket pitch report = 20%; {1-2 page report pitched to target audience creatively: CEO, investor, bank etc};

Team elevator/rocket pitch = 20%: {60-180 seconds pitch to target audience creatively: CEO, investor, bank etc}.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

John Meewella.

Working life cooperation:

-

Other information:

The numebr 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 ect.

Language of instruction:

English.

Timing:

Autumn semester/period A.

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

18 hours lectures with reflection (36 h), workshop sessions (10 h), reading the course literature (54 h), writing the report (60 h). Lectures and seminar working. The programme actively uses people from industry, business, and

the public sector, who are brought into the teaching. The course will use a series of selected but related cases in order to have students to participate in discussions in class. Further details will be provided by the responsible person in the first session.

Target group:

Students with Management as the major subject.

Prerequisites and co-requisites:

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

Recommended optional programme components:

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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.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Tuija Lämsä.

Working life cooperation:

-

Other information:

The number of students is limited.

723011P: Cross-Cultural Business Communications, 5 op

Voimassaolo: 01.08.2008 -

Opiskelumuoto: Basic Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

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

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students of International business and management.

Prerequisites and co-requisites:

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Recommended optional programme components:

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Recommended or required reading:

Selected reading will be given in class.

Assessment methods and criteria:

Examination.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

N.N.

Working life cooperation:

-

Other information:

The number of students is limited.

723021A: Cross-Cultural Negotiations, 5 op

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Lauri Haapanen

Opintokohteen kielet: English

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Spring semester/period C

Learning outcomes:

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

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students of International business and management.

Prerequisites and co-requisites:

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Recommended optional programme components:

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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.

Check availability from [here](#).

Assessment methods and criteria:

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

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Anita Juho.

Working life cooperation:

-

Other information:

The number of students is limited.

723032S: Cross-cultural Leadership, 6 op

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Petri Ahokangas

Opintokohteen kielet: English

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

Autumn semester/period B

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching

Learning activities and teaching methods:

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

Target group:

Students with International business or Management as their major subject.

Prerequisites and co-requisites:

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Recommended optional programme components:

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Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

Examination by workshop and group assignment.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Petri Ahokangas.

Working life cooperation:

-

Other information:

The number of students is limited.

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

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Anita Juho

Opintokohteen kielet: English

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

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

Learning outcomes:

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

Contents:

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

Mode of delivery:

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

Learning activities and teaching methods:

Seminar attendance and discussions.

Target group:

Students with International Business or Management as the major subject.

Prerequisites and co-requisites:

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Recommended optional programme components:

-

Recommended or required reading:

The seminar materials assigned by lecturers.

Assessment methods and criteria:

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

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

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

The course unit utilizes a grading Fail/Pass.

Person responsible:

Anita Juho and Antti Kauppinen

Working life cooperation:

-

Other information:

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

721558S: Entrepreneurship Theory and Practice, 6 op

Voimassaolo: 01.08.2007 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

6 ect.

Language of instruction:

English.

Timing:

Spring semester/ 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.

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students with Management as the major subject

Prerequisites and co-requisites:

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

Recommended optional programme components:

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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.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Antti Kauppinen.

Working life cooperation:

-

Other information:

The number of students is limited.

721241A: Field Project, 5 op

Opiskelumuoto: Intermediate Studies

Laji: Practical training

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

Status:

Optional.

ECTS Credits:

5 ect.

Language of instruction:

Free.

Timing:

Free.

Learning outcomes:

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

Contents:

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

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

Mode of delivery:

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Learning activities and teaching methods:

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Target group:

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Prerequisites and co-requisites:

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Recommended optional programme components:

No

Recommended or required reading:

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Assessment methods and criteria:

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

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

Please label the documents as "Internship report".

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

Pass/fail

Person responsible:

The professor(s) of the major.

721511P: Foundations of Management, 5 op

Opiskelumuoto: Basic Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Vesa Puhakka

Opintokohteen kielet: English

Leikkaavuudet:

ay721511P Foundations of Management (OPEN UNI) 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

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

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

20 hours lectures with reflection (40 h), reading the course literature (40 h), team work and group exam (53 h). The course will be taught in intensive sessions consisting of field work, workshops, guest lectures and group-work. 70 % attendance of sessions is required. In addition, the students are required to independently read course literature and prepare for the assignments. Further details will be provided by the responsible person in the first session.

Target group:

Students of Management and International Business

Prerequisites and co-requisites:

-

Recommended optional programme components:

-

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

Assessment will be based on group exam and group assignment.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Vesa Puhakka.

Working life cooperation:

-

Other information:

The number of students is limited.

721556S: Globalization and International Management, 6 op

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Anniina Rantakari

Opintokohteen kielet: English

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

Autumn semester/ period B

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students with Management and International Business as the major subject

Prerequisites and co-requisites:

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

Recommended optional programme components:

-

Recommended or required reading:

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

Assessment methods and criteria:

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

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Anniina Rantakari.

Working life cooperation:

-

Other information:

The number of students is limited.

721513A: Human Resource Management, 5 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Hilikka Poutanen

Opintokohteen kielet: English

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Spring semester/period D

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

12 hours lectures with reflection (24 h), team work (20 h), reading the course literature (40 h), writing the report (50 h). The course will be taught in lectures in comprising of the study group work and the individual work. Attendance to lectures is mandatory. In addition, the students are required to independently read course literature and prepare for the assignments. Further details will be provided during the first session.

Target group:

Students of Management and International Business.

Prerequisites and co-requisites:

Leadership and Change course is mandatory as previous studies.

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

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

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Hilikka Poutanen.

Working life cooperation:

-

Other information:

The number of students is limited.

723034S: International Business Development, 6 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Ulla Lehtinen

Opintokohteen kielet: English

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

Autumn semester/period B.

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students with International Business or Management as the major subject.

Prerequisites and co-requisites:

-

Recommended optional programme components:

-

Recommended or required reading:

Article collection and other materials presented during the lectures.

Assessment methods and criteria:

Individual written assignment and active participation.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Ulla Lehtinen.

Working life cooperation:

-

Other information:

The number of students is limited.

723022P: International Business Operations, 5 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Basic Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

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

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students of international business and management.

Prerequisites and co-requisites:

-

Recommended optional programme components:

-

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

Examination.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Jan Hermes and Xiaotian Zhang

Working life cooperation:

-

Other information:

The number of students is limited.

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

723029A: International Organization Design, 5 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Spring semester/period D.

Learning outcomes:

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

organization in constantly changing circumstances and identify the change factors. They can identify potential deficiencies in organization processes, systems and structures hindering effective execution and implementation of the strategy.

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students of International business and Management.

Prerequisites and co-requisites:

-

Recommended optional programme components:

-

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

Examination.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Marjut Uusitalo.

Other information:

The number of students is limited.

723027A: International Project, 5 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Lauri Haapanen

Opintokohteen kielet: English

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Autumn semester/periods A and B.

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching and teamwork.

Learning activities and teaching methods:

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

Target group:

Students of International business and management.

Prerequisites and co-requisites:

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

Recommended optional programme components:

-

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

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

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Lauri Haapanen.

Other information:

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

723035S: International Sales, 6 op

Voimassaolo: 01.08.2010 -

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:

Spring semester/periods C and D.

Learning outcomes:

Upon completion the students are able to identify and analyze different international sales/selling and sales management tasks, roles, situations, contexts, systems and strategies of internationally active firms. They are able to relate and judge the applicability of the theories and approaches to dynamic international sales and selling activities. They can integrate sales and selling perspective to the strategy and internationalization of firms.

Contents:

Students completing the course will have an understanding of the world of international sales and selling from salesperson's, the sales manager's, and the company's viewpoint. Theories and models explaining international sellers' and buyers behavior will be used as tools to evaluate and explain sales and selling related behavior and practices in internationally active firms. The course addresses specific issues related to international sales and selling as a practice, how sales and selling is managed in international contexts, what kind of different sales and selling strategies are used by firms, how these strategies can be evaluated, and finally, how e-sales and e-selling can be utilized and evaluated within international business.

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

20 hours lectures with reflection (40 h) workshops (6 h), team work and writing the report (64 h), reading the course literature (50 h).

Target group:

Students with International business or Management major.

Prerequisites and co-requisites:

-

Recommended optional programme components:

-

Recommended or required reading:

Article collection, other material presented during the lectures.

Assessment methods and criteria:

An examination by workshop and pair assignment.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Petri Ahokangas.

Working life cooperation:

-

Other information:

The number of students is limited.

721518P: Leadership and Change, 5 op

Opiskelumuoto: Basic Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: 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:

Spring semester/period C. 1st year studies of management and international business.

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:

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

from industry, business, and the public sector. In addition, the students are required to independently read course literature and prepare for the assignments. Further details will be provided by the responsible person in the first session.

Target group:

Students of Management and International Business.

Prerequisites and co-requisites:

-

Recommended optional programme components:

-

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

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

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Hilkka Poutanen.

Working life cooperation:

-

Other information:

The number of students is limited.

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

Opiskelumuoto: Advanced Studies

Laji: Diploma thesis

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish, English

ECTS Credits:

30 ect.

Language of instruction:

English.

Timing:

The Master's Thesis work begins in the autumn semester during period A and continues to the end of period D in the spring semester.

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.

Mode of delivery:

Face-to-face teaching in seminar sessions.

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.

Target group:

Students with Management major.

Prerequisites and co-requisites:

Basic and intermediate studies of Management are mandatory as previous studies.

Recommended optional programme components:

-

Recommended or required reading:

Will be instructed during the course.

Assessment methods and criteria:

Seminars and individual/group counselling.

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

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

ECTS Credits:

10 ect.

Language of instruction:

Finnish/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.

Mode of delivery:

Lectures and seminars

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.

Target group:

Major students in Management

Prerequisites and co-requisites:

Basic studies in Management

Recommended or required reading:

Bryman A. & Bell E. (2003). Business research methods (Oxford University Press); Ohjeita opinnäytetyöskentelyyn –opintomoniste (2009); Lecture notes.

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. Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Tuija Lämsä.

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 ect.

Language of instruction:

English.

Timing:

Free.

Learning outcomes:

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

Contents:

Varies on the basis of individually agreed assignment.

Mode of delivery:

Varies on the basis of individually agreed method of completion.

Learning activities and teaching methods:

Varies on the basis of individually agreed on assignment.

Target group:

Students with Management as the major subject.

Prerequisites and co-requisites:

-

Recommended optional programme components:

-

Recommended or required reading:

To be agreed on with the Professor of Management.

Assessment methods and criteria:

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

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

The course can utilize a numerical grading scale 1-5 or be evaluated as pass/fail. In the numerical scale zero stands for fail.

Person responsible:

Professor of Management.

Working life cooperation:

-

Other information:

The number of students is limited.

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 ects.

Language of instruction:

English.

Timing:

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

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.

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

27 hours lectures with reflection (54 h), workshop sessions (12 h), team work (14 h), reading the course literature (33 h), preparation for the exam (20 h). The course will be taught in intensive sessions consisting of workshops, guest lecturers and group work. The main method is solution creation to real business situations by using problem-based learning. 70 % attendance of sessions is required. In addition, the students are required to independently read course literature and prepare for the assignments. Further details will be provided by the responsible person in the first session.

Target group:

Students in Management and International Business.

Prerequisites and co-requisites:

-

Recommended optional programme components:

-

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

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

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Sari Laari-Salmela.

Working life cooperation:

-

Other information:

The number of students is limited.

721554A: Strategizing Practices, 5 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Sari Laari-Salmela

Opintokohteen kielet: English

Leikkaavuudet:

ay721554P Strategizing Practices (OPEN UNI) 5.0 op

ECTS Credits:

5 ect.

Language of instruction:

English.

Timing:

Spring semester/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.

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students of Management

Prerequisites and co-requisites:

721519P Strategic Management is mandatory as previous studies.

Recommended optional programme components:

-

Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

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

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Sari Laari-Salmela.

Working life cooperation:

-

Other information:

The number of students is limited.

721559S: Venture Growth Strategies, 6 op

Voimassaolo: 01.08.2010 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Oulu Business School

Arvostelu: 1 - 5, pass, fail

Opettajat: Sari Laari-Salmela

Opintokohteen kielet: English

Leikkaavuudet:

ay721559S Venture Growth Strategies (OPEN UNI) 6.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 ect.

Language of instruction:

English.

Timing:

Spring semester/ period D.

Learning outcomes:

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

Contents:

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

Mode of delivery:

Face-to-face teaching.

Learning activities and teaching methods:

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

Target group:

Students with Management as the major subject

Prerequisites and co-requisites:

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

Recommended optional programme components:

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Recommended or required reading:

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

Check availability from [here](#).

Assessment methods and criteria:

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

Read more about [assessment criteria](#) at the University of Oulu webpage.

Grading:

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

Person responsible:

Sari Laari-Salmela.

Working life cooperation:

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Other information:

The number of students is limited.

