

Opasraportti

TaTK - Management and Organization 2009-2010 (2009 - 2010)

MANAGEMENT AND ORGANIZATION

With the major subject programme of management and organization, the scientific discourse of the field will be introduced while at the same time professional qualifications for working life will be developed. The emphasis of the major subject is towards organization, people oriented and knowledge-based management, but also by combining different branches of the field of studies to other minors available in economics and business administration, or in other fields offered by the university; it is possible to construct a personal curriculum that conforms with personal areas of interest as well as career plans.

The research of management and organization at the University of Oulu seeks to understand from a sociological perspective the management challenges of business organizations in a globalizing environment. The research focuses on the field of processual and contextual dynamism of organizations. The central principles of the research are process oriented, theory challenging, methodologically innovative and on a practical scale relevant scientific research to construct a new theory set. 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.

Different learning goals can be defined at the basic, subject, and advanced studies levels. The student who has finished the basic studies of management and organization understands and is capable to explain the phenomena attached to management and organization using basic terminology and concepts of the field. The aim is for the student to learn the founding principles of scientific work and thinking. The student also becomes acquainted with different learning and work methods, such as doing group work. The student is capable of independent oral communication, argumentation, and writing reports.

The aim of the subject studies is to increase research abilities and a wider understanding of the underlying questions of the field. The student is able to define problem centrally the phenomena of the field and utilize different databases for the creation of reports. The student has mastered scientific research methods and can apply the learned theories and concepts systematically.

The aim of advanced courses is to deepen the student's scientific contents and personal expertise in the field. The student can evaluate and use the broad spectrum of conceptual tools of the field building up a comprehensive method of thinking about different managerial and organizational practices and phenomena. The student is capable to apply and produce knowledge for the needs of firms and organizations and has not only mastered group work, but also the skills needed for independent research. The student has become well-versed with oral skills and written production as well as a research oriented, critical way of thinking.

BASIC STUDIES

- 721511P Principles of Management 5 ECTS
- 721512P Learning Organization 5 ECTS
- 721513P Human Resource Management 5 ECTS
- 721518P Leadership and change 5 ECTS

721519P Strategic Management 5 ECTS

INTERMEDIATE STUDIES

(Please note: Intermediate studies in Management and Organization are mainly available only to B.Sc. and M.Sc. students in Economics and Business Administration)

In addition to basic studies:

721517A Seminar in Management and Organization 10 ECTS

721535A Competence and Knowledge Management 5 ECTS

721534A Diversity Management 5 ECTS

721536A Business Ethics 5 ECTS

And at least 10 ECTS of these:

721533A Project Management 5 ECTS

721515A Organizational Development 5 ECTS

723023A Organising for International Business 5 ECTS

723021A Negotiations in Cross-Cultural Contexts 5 ECTS

721421A Marketing of a High Tech Firm 5 ECTS

721614A Working Law 7 ECTS

721241A Internship 5 ECTS

721005A Additional courses in Management and Organization 5 ECTS

ADVANCED STUDIES

721550S Master's Thesis 30 ECTS

721510S Organization Theory 6 ECTS

721551S Current Issues in Management and Organization 6 ECTS

And at least 18 ECTS of these:

721553S Strategic Human Resource Management 6 ECTS

721556S Globalization and International Management 6 ECTS

721557S Strategy and Management 6 ECTS

721558S Entrepreneurship Theory 6 ECTS

723031S International Entrepreneurship 6 ECTS

723032S Leadership in Cross-Cultural Context 6 ECTS

721555S Special Issue 6 ECTS

Tutkintorakenteisiin kuulumattomat opintokokonaisuudet ja -jaksot

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

721536A: Business Ethics, 5 op

721535A: Competence and Knowledge Management, 5 op

721551S: Current Issues in Management Organization, 6 op

721534A: Diversity Management, 5 op

721558S: Entrepreneurship Theory, 6 op

721241A: Field Project, 5 op

721556S: Globalization and International Management, 6 op

721513P: Human Resource Management, 5 op

721518P: Leadership and Change, 5 op

721512P: Learning Organization, 5 op

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

721510S: Organization Theory, 6 op

721515A: Organizational Development, 5 op

721511P: Principles of Management, 5 op

721533A: Project Management, 5 op

721517A: Seminar in Management and Organization, 10 op

721555S: Special Issue in Management and Organization, 6 op

721553S: Strategic Human Resource Management, 6 op

721519P: Strategic Management, 5 op

Opintojaksojen kuvaukset

Tutkintorakenteisiin kuulumattomien opintokokonaisuuksien ja -jaksojen kuvaukset

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

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ects.

Language of instruction:

Free.

Timing:

Free.

Learning outcomes:

Student is capable to explain and analyze 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:

Depends on the course. Courses in other Finnish or foreign universities can also be included.

Grading:

1-5.

Person responsible:

Professor in Management and Organization.

Other information:

Optional in every programme.

721536A: Business Ethics, 5 op

Voimassaolo: 01.08.2007 - 31.07.2010

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opettajat: Antti Vähäkangas

Opintokohteen kielet: Finnish

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Period: A.

Learning outcomes:

The course familiarizes students with business ethics discussion. Upon completion of the course, students know the meaning of business ethics and examples of business ethics theories. In addition, students know examples of different dimensions and forms of corporate social responsibilities (CSR). After the course students can use the tools to recognise ethically problematic situations and they should be able to develop responsible business.

Contents:

Business Ethics, Corporate Social Responsibility (CSR).

Learning activities and teaching methods:

Lectures and independent studying.

Recommended or required reading:

Crane, A. & Matten, D. (2007) Business Ethics - Managing Corporate Citizenship and Sustainability in the Age of Globalization (second edition). Oxford University Press, 2007 (To the appropriate extent, further information at the lectures). Handout Business Ethics.

[Availability of course books.](#)

Assessment methods and criteria:

Literature examination.

Grading:

1-5.

Person responsible:

Doctoral Student in Management and Organization Antti Vähäkangas.

721535A: Competence and Knowledge Management, 5 op

Voimassaolo: - 31.07.2010

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opettajat: Ruopsa, Jukka Kullervo

Opintokohteen kielet: Finnish

ECTS Credits:

5 ects.

Language of instruction:

Finnish.

Timing:

Period B.

Learning outcomes:

The aim of the course is to familiarize students with different skill/knowledge management models and tools and their role on human resource management. The course gives an opportunity to understand the meaning of competence and knowledge in leading of a modern organization. The course also gives an opportunity to adapt a strategic way of thinking.

Contents:

Different forms and levels of knowledge, knowledge identification and measurement, performance appraisal, competence gaps and the individual development plans, management information systems, managing strategic competence.

Learning activities and teaching methods:

Lectures and group works.

Recommended or required reading:

Nonaka & Takeuchi: Knowledge Creating Company. Oxford. 1995. Kirjavainen, Paula & Laakso-Manninen, Ritva: Strategisen osaamisen johtaminen. Edita 2000.

[Availability of course books.](#)

Assessment methods and criteria:

Literature examination (70%) and group work (30%).

Grading:

1-5.

Person responsible:

Lecturer, M.A., MBE Jukka Ruopsa.

721551S: Current Issues in Management Organization, 6 op

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

6 ect.

Language of instruction:

English.

Timing:

Period D.

Learning outcomes:

The course will enable students towards developing a project to research a 'current issue in management and organization' of their choice. Students will be made familiar with principles and techniques for designing and conducting such a project and will be given guidance in how to approach 'current issues' systematically and cogently.

Contents:

This course gives an overview of a selected area of management theory and practice that is topical for contemporary debates. The content of this course is based on the expertise of the visiting professor lecturing the course. The course focuses on the latest knowledge and uses articles, books and other material from the state-of-the-art discussions on theory and practice of management and organizing in today's modern economy and globalized society.

Learning activities and teaching methods:

Lectures will be taught in an intensive format.

Recommended or required reading:

Articles and lecture notes.

Assessment methods and criteria:

Written practice work.

Grading:

1-5.

Person responsible:

Professor Dirk Bunzel.

721534A: Diversity Management, 5 op

Voimassaolo: - 31.07.2010

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ect.

Language of instruction:

Finnish.

Timing:

Period C. Third year spring.

Learning outcomes:

The aim of the course is to familiarize students in issues of diversity in organizations and personnel. After the course the student will know what is diversity management, what does it include and why is it important to pay attention to. The course will cover various dimensions of diversity, such as age, gender and culture. After the course the student will be able to evaluate and assess various situations related to diversity management in organizational contexts.

Contents:

The course is discussing the different dimensions of workforce diversity concentrating on age, gender and culture. The course covers the background and manifestations of diversity as well as the various ways to manage diversity in organizations.

Learning activities and teaching methods:

Lectures and independent studying.

Recommended or required reading:

Trux, M-L. (2000) (toim.) Aukeavat ovet – kulttuurinen moninaisuus Suomen elinkeinoelämässä. Juva: WSOY and article collection.

[Availability of course books.](#)

Assessment methods and criteria:

Practice work/essay.

Grading:

1-5.

Person responsible:

Assistant Professor in Management and Organization.

721558S: Entrepreneurship Theory, 6 op

Voimassaolo: 01.08.2007 -

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

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

Contents:

Entrepreneurship is creative activity where 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:

Independent reading of the literature.

Recommended or required reading:

Article collection available from University Press from week 6.

Assessment methods and criteria:

Literature exam. See exam dates from the exam list (11.3., 15.4., 20.5.)

Grading:

1-5.

Person responsible:

Professor Vesa Puhakka.

721241A: Field Project, 5 op

Opiskelumuoto: Intermediate Studies

Laji: Practical training

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

ECTS Credits:

5 ect.

Language of instruction:

Free.

Timing:

Free.

Learning outcomes:

To be agreed with professor.

Grading:

1-5.

Person responsible:

The professor(s) of the major.

721556S: Globalization and International Management, 6 op

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

6 ect.

Language of instruction:

English.

Timing:

Periods C.

Learning outcomes:

The course objective is to discuss what globalization is, to describe how the world economies have changed in recent years and in turn to show what impact these changes have on business and international management practice.

Contents:

Attention will be paid to the many levels at which globalization impacts on contemporary international management, but also more broadly on culture, society and different types of organizations, with a focus on how different globalization trends and factors interrelate. Critical thinking about these issues will be encouraged.

Learning activities and teaching methods:

Lectures (obligatory).

Recommended or required reading:

Parker, B. (2005). Introduction to Globalization and Business: Relationships and Responsibilities. New Delhi: Response; Collection of articles listed by the instructor; Lecture notes.

[Availability of course books.](#)

Assessment methods and criteria:

Term paper (essay).

Grading:

1-5.

Person responsible:

Professor of Management and Organization.

721513P: Human Resource Management, 5 op

Voimassaolo: - 31.12.2013

Opiskelumuoto: Basic Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opettajat: Dirk Bunzel

Opintokohteen kielet: Finnish

Leikkaavuudet:

ay721513P Human Resource Management (OPEN UNI) 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ect.

Language of instruction:

English.

Timing:

Period D.

Learning outcomes:

The course offers a comprehensive picture of the field of human resource management and from the leadership theories.

Contents:

HRM function, strategic human resource management, organization behaviour, leadership theories and styles, management development.

Learning activities and teaching methods:

Lectures.

Recommended or required reading:

Core text: Torrington, D., Hall, L., Taylor, S.: 'Human Resource Management', Prentice Hall; additional articles and lecture notes will be provided in class.

[Availability of course books.](#)

Assessment methods and criteria:

Literature examination.

Grading:

1-5.

Person responsible:

Professor Dirk Bunzel.

721518P: Leadership and Change, 5 op

Opiskelumuoto: Basic Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opettajat: Ruopsa, Jukka Kullervo

Opintokohteen kielet: English

Leikkaavuudet:

ay721518P Leadership and Change (OPEN UNI) 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ect.

Language of instruction:

Finnish.

Timing:

Period A.

Learning outcomes:

The course familiarizes students to individual, team and organizational change.

Contents:

Introduction to the field of organizational behaviour and the main factors influencing individual motivation, thinking, learning and action.

Learning activities and teaching methods:

Lectures (20h).

Recommended or required reading:

Greenberg, Jerald: Managing Behavior in Organizations. Prentice Hall 2002. Kotter; J. Muutos vaatii johtajuutta. Rastor 1997. Collection of articles and lecture notes.

[Availability of course books.](#)**Assessment methods and criteria:**

Literature examination and practice work.

Grading:

1-5.

Person responsible:

Lecturer, M.A., MBE Jukka Ruoposa.

721512P: Learning Organization, 5 op

Voimassaolo: - 31.05.2012

Opiskelumuoto: Basic Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

ECTS Credits:

5 ects.

Language of instruction:

Finnish.

Timing:

Period D.

Learning outcomes:

Upon completion of the course, student becomes acquainted with the theoretical basics of learning organization, the learning organization perspective. Student should have an understanding of the development of a learning organization, central learning organization theories and be able to perceive factors promoting and hindering learning in organization context. Student also gets to know various concepts of know-how and learning examined through different levels and processes of learning.

Contents:

Developing a learning organization, the overview of a learning organization to know-how and learning, theories of a learning organization, learning environment.

Learning activities and teaching methods:

Lectures and individually performed practice work.

Recommended or required reading:

Senge, P.: The Fifth Discipline. Doubleday, 1990; Argyris, C. & Schön, D.: Organizational Learning II. Theory, method and practice. Addison-Wesley Publishing company, 1996. Lecture note Learning Organization.

[Availability of course books.](#)**Assessment methods and criteria:**

Examination and practice work.

Grading:

1-5.

Person responsible:

Professor in Management and Organization.

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

Opiskelumuoto: Advanced Studies

Laji: Diploma thesis

Vastuuyksikkö: Faculty of Economics and Business Administration

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

Opintokohteen kielet: Finnish, English

ECTS Credits:

30 ects.

Language of instruction:

Finnish.

Timing:

A-D. Starting session in spring, two groups start in September. The course will last one year.

Learning outcomes:

The aim is to produce a thesis which solves a problem using scientific information. The aim is that student deepens his/her personal expertise in the chosen field. Student is capable of independent and problem-oriented working, as well as analytical thinking and writing a scientific research report.

Contents:

The managerial and organizational phenomena and practices of the field of management and organization.

Learning activities and teaching methods:

Seminar work and independent studying.

Recommended optional programme components:

Seminar in Management and Organization. It is also recommended to take courses of Organization theory and Current Issues in Management and Organization when starting Master's Thesis.

Recommended or required reading:

Free.

Assessment methods and criteria:

Seminar work and independent studying.

Grading:

Approbatur - Laudatur.

Person responsible:

Professor in Management and Organization and Professor of Entrepreneurship Vesa Puhakka.

721510S: Organization Theory, 6 op

Voimassaolo: - 31.07.2010

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 ects.

Language of instruction:

Finnish.

Timing:

Period B.

Learning outcomes:

The aim is to develop students' theoretical skills through an engagement with different theoretical perspectives on organizations.

Contents:

This course introduces scientific perspectives and ideas used in the study of organizations, including the traditional theories as well as more recent developments. The course provides the student with an overview of the field and gives tools for thesis working.

Learning activities and teaching methods:

Book exam.

Recommended optional programme components:

Subject studies in Management and Organization.

Recommended or required reading:

Morgan, G.: Images of organization. New edition. Sage 1997. (Chapters 1-7 + 9)

[Availability of course books.](#)

Assessment methods and criteria:

Literature examination.

Grading:

1-5.

Person responsible:

Assistant in Management and Organization.

721515A: Organizational Development, 5 op

Voimassaolo: - 31.07.2010

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opettajat: Antti Kauppinen

Opintokohteen kielet: Finnish

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ect.

Language of instruction:

Finnish.

Timing:

Period B.

Learning outcomes:

The course familiarizes students with different theoretical perspectives in organizational development and helps to understand the organization as culture point of view.

Contents:

Organizational development, corporate cultures and competitiveness, different perspectives on organizational culture, national cultures and organization, culture and organizational behaviour.

Learning activities and teaching methods:

Lectures, visiting lecture.

Recommended or required reading:

Alvesson, M.: Understanding Organizational Culture. 2002. French. Bell & Zawacki (2005): Organization Development and transformation: Managing effective change.

[Availability of course books.](#)

Assessment methods and criteria:

Written practice work and lecture diary.

Grading:

1-5.

Person responsible:

N.N.

721511P: Principles of Management, 5 op

Opiskelumuoto: Basic Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

Leikkaavuudet:

ay721511P Foundations of Management (OPEN UNI) 5.0 op

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ects

Language of instruction:

Finnish.

Timing:

Period A, first year fall

Learning outcomes:

To introduce students with the main questions in management and organization. After the course the student will also be familiar with the basic of the history of management science and the difference between the concepts of management and leadership.

Contents:

The course offers an introduction to the development of organization and management science as well as to the goals, contents and differences of management and leadership. In addition, some current themes in management will be dealt with.

Learning activities and teaching methods:

Lectures and independent studying.

Recommended or required reading:

Peltonen, Tuomo: Johtaminen ja organisointi. Teemoja, näkökulmia ja haasteita. KY-Palvelu 2007. Nurmi, Raimo: Johtaminen ja esimiestyö. Mermerus 2000.

[Availability of course books.](#)

Assessment methods and criteria:

Examination.

Grading:

1-5.

Person responsible:

Assistant Professor in Management and Organization.

721533A: Project Management, 5 op

Voimassaolo: - 31.07.2010

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

5 ects.

Language of instruction:

Finnish.

Timing:

Period C.

Learning outcomes:

The aim of the course is to familiarize students with planning and management of different change- and development projects.

Contents:

Principles of project work, managerial work in general, different theories of management. The course takes project and team management perspective and strives to expand the view of leadership taking into consideration the environment in new organization structures.

Learning activities and teaching methods:

Lectures and independent studying.

Recommended or required reading:

Boddy, D. (2002) Managing Projects. FT Prentice Hall; additional material announced in lectures.

[Availability of course books.](#)

Assessment methods and criteria:

Literature examination and practice work. The course cannot be passed as self-studying.

Grading:

1-5.

Person responsible:

Riku Oksman, riku.oksman@roxman.net

721517A: Seminar in Management and Organization, 10 op

Opiskelumuoto: Intermediate Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

ECTS Credits:

10 ects.

Language of instruction:

Finnish.

Timing:

Periods A-D. Third year fall and spring.

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. He/she knows what are the requirements set for an academic research. 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. After the course the student will be able to start to work with the master's thesis.

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:

Introductory lectures and the presentations of idea papers during the fall 2009, presentations of final papers in the spring 2010.

Recommended or required reading:

Announced during the seminar.

Assessment methods and criteria:

During the fall the introductory lectures and the presentation of the idea paper, during the spring term the presentation of the final seminar paper.

Grading:

1-5.

Person responsible:

Assistant Professor in Management and Organization.

721555S: Special Issue in Management and Organization, 6 op

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: English

ECTS Credits:

6 ects.

Language of instruction:

Free.

Timing:

Free.

Learning outcomes:

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

Learning activities and teaching methods:

Free.

Recommended or required reading:

Free.

Assessment methods and criteria:

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

Grading:

1-5.

Person responsible:

Professor in Management and Organization.

Other information:

Optional in every programme.

721553S: Strategic Human Resource Management, 6 op

Voimassaolo: - 31.07.2010

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opettajat: Ruopsa, Jukka Kullervo

Opintokohteen kielet: Finnish

ECTS Credits:

6 ects.

Language of instruction:

Finnish / English.

Timing:

Periods A-B.

Learning outcomes:

Course gives in-depth knowledge to understand the strategy of human resources within and between organizations.

Contents:

The purpose of this course is to give an up-to-date picture of the various approaches and theories of strategic human resource management. The module discusses the latest HRM models and their links to the theory of management and strategy, identifies the main HR tools and practices as well as evaluates the ethical and political dimensions of HRM in modern organizations. Theories of HRM and SHRM, new forms of work, changing psychological contract, management development and careers, comparative HRM, the role of HR function, rhetoric and reality of HRM, HRM and ethics.

Learning activities and teaching methods:

Literature examination.

Recommended or required reading:

Storey, J. (ed.): Human resource management: a critical text. 2nd edition. Thomson Learning, 2001. Boxall, P. & Purcell, J. (2003): Strategy and Human Resource Management. Palgrave.

[Availability of course books.](#)**Assessment methods and criteria:**

Literature examination.

Grading:

1-5.

Person responsible:

M.A., MBE Jukka Ruopsa.

721519P: Strategic Management, 5 op

Voimassaolo: 01.08.2008 -

Opiskelumuoto: Basic Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opettajat: Vesa Puhakka

Opintokohteen kielet: English

Leikkaavuudet:

ay721519P Strategic Management (OPEN UNI) 5.0 op

ECTS Credits:

5 ects.

Language of instruction:

English.

Timing:

Period C.

Learning outcomes:

The main objective of this course is to develop an understanding how and why to develop strategies in contemporary business situations. After the course students recognize the different schools of strategic management, are able to define the central concepts, understand the links between strategy, markets and operations of an organization and are able to develop a simple strategic plan.

Contents:

The purpose of this course is to introduce the basic concepts, historical developments and schools of strategic management. The course also explores the contemporary developments in strategic thinking.

Learning activities and teaching methods:

The module will be taught in intensive sessions consisting of workshops, lectures and group work. Further detail will be provided by the responsible person in the first session.

Recommended or required reading:

Faulkner, D. & A. Campbell (eds). Oxford Handbook of Strategy: A Strategy Overview and Competitive Strategy. Oxford University Press; Mintzberg, H.; B. Ahlstrand & J. Lampel. Strategy Safari: The Complete Guide through the Wilds of Strategic Management. London: Prentice Hall /Financial Times; Article collection.

[Availability of course books.](#)

Assessment methods and criteria:

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

Grading:

1-5.

Person responsible:

Professor Vesa Puhakka.

721557S: Strategy and Management, 6 op

Voimassaolo: - 31.07.2010

Opiskelumuoto: Advanced Studies

Laji: Course

Vastuuyksikkö: Faculty of Economics and Business Administration

Arvostelu: 1 - 5, pass, fail

Opintokohteen kielet: Finnish

Voidaan suorittaa useasti: Kyllä

ECTS Credits:

6 ects.

Language of instruction:

English.

Timing:

Period: A.

Learning outcomes:

The main objectives are that students know how to analyze strategy as organizational practice and develop strategizing practices supporting the objectives of an organization. Thus, after the course students understand deeply the process-based approach to strategy, are able to compare the process based against the planning based approach to strategy, are able to analyze what strategic actors do in practice and emphasize the internal micro-practices of organizing the strategy.

Contents:

The purpose of this course is to introduce the contemporary theory of strategic thinking. 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 venture creation. This social approach regards strategy as a social phenomenon rather than an analytical technique.

Learning activities and teaching methods:

The module will be taught in intensive sessions consisting of workshops, lectures and groupwork. Further details will be provided by the responsible person in the first session.

Recommended or required reading:

Whittington, R.: What is Strategy? And does It Matter. Thomson, 2001; Michaud, C. & Theonig, J-C.: Making Strategy and Organization Compatible. Palgrave Macmillan, 2003.

[Availability of course books.](#)

Assessment methods and criteria:

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

Grading:

1-5.

Person responsible:

Professor Vesa Puhakka.