

Communities of Practice

Code: MGT2LG008
Extent: 3 ECTS (81 h)
Timing: 2nd semester
Language: English
Level: Core studies
Type: Compulsory

Learning outcomes

Upon successful completion of the course, the students will understand

- value of community of practice.
- how knowledge is created.
- how knowledge is shared.
- what enables learning in an organisation.
- the need to run a professional dialogue.

Course contents

- Various aspects of Community Practice
- Basic elements for good team performance
- CoP as a learning Community
- How knowledge is created and shared
- How to build trust
- Innovation tools

Cooperation with the business community

Visiting lecturers will lecture on the course.

Teaching and learning methods

Lectures and discussion 20 h
Tutorials 10 h
Examination 4 h
Independent studies 47 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Seija Ranta-aho, Pasila

Course materials

Heckscher, C. & Adler, P. S. (editors). 2006. The Firm as a Collaborative Community. Reconstruction Trust in the Knowledge Economy. Oxford University Press.

Nonaka, I. & Toyama, R. & Konno, N. 2001. Managing Industrial Knowledge, creation, transfer and utilization, SAGE Publications Ltd. London, Ch. 1: SECI, Ba and leadership: A unified Model of Dynamic Knowledge Creation.

Wenger, E. 1998. Communities of Practice – Learning as a Social System. Systems Thinker, June 1998.

Wenger, E. 1999. Communities of Practice. Learning, meaning, and identity. Cambridge University Press.

Wenger, E. & McDermott, R. & Snyder, W. M. 2002. Cultivating Communities of Practice. Harvard Business School Press.

Other selected articles.

Assessment criteria

Case analysis 20%

Learning implementation 20%

Class participation 20%

Examination 40%

last modified 30.04.2010



Global Supply Chain Management

Code: MGT2LG095

Extent: 5 ECTS (135 h)

Timing: 2nd - 5th semester

Language: English

Level: Free choice studies

Type: Elective

Learning outcomes

Upon successful completion of the course, the students

- have experienced the virtual market, in which a student's company is a player, as a complex system in which a student must reconcile conflicting objectives
- understand the performance of a company in the EMS industry

- can build a bridge between business administration theory and management in practice
- can evaluate markets and market potential
- can train participants to be experienced in negotiating with investors
- can improve teamwork and organization
- can assess his/her personal performance capacity.

Course contents

In the Global Supply Chain Management simulation, students and their team take on the role of a Management Board of Directors of a company in the Electronic Manufacturing Services (EMS) industry in an international and global environment. Students have the task of developing the company's strategy and then competing with other companies on a virtual global market. It is students task to perform well to keep the EVA (Economic Value Added) high and the development of the share price will be the measure for students success after up to 12 quarters of competitive business.

Managing a company is a very complex task. Especially if a student talks about an international and therefore intercultural environment of a global supply chain management situation. Students will become the managers of Xeltronics - a leading company in the OEM market of electronic components with full integrated research and development, production and delivery of components for the markets of EU, NAFTA and Asia-Pacific.

As a simulation cannot reflect reality in all its complexity, simplifications are necessary to reduce complexity, to ensure usability, and to avoid losing sight of essentials and hampering the learning process with excessive complexity.

Nevertheless in this virtual environment students will be able:

- to interpret market situations and market results correctly and use them to make targeted decisions.
- to carry out critical analysis of complex business inter-relationships in the field of Electronic Manufacturing Service business.
- to manage growth and cope with seasonal fluctuations.
- to gain clarity on the consequences of decisions that have been taken.
- to draw up and use objectives systematically to run a company.
- to improve strategic thinking, link strategies to objectives, and then link these objectives to decisions.
- Systems thinking - to see the links between decision areas and to be able to coordinate decisions.
- to use contribution margin accounting and key ratios to control the business.

Teaching and learning methods

In addition to lectures students will work both in teams and individually on assignments.

Contact hours 25 h

Working on group assignments on BB 40 h

Independent studies 68 h

Exam 2 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Wolfgang Kremser (Austria)

Course materials

Participants manuals provided by the lecturer

Johnson, G., Scholes, K. & Whittington, R. 2009. Fundamentals of Strategy. ISBN 978-0-273-71310-4 Pearson Education Ltd. www.pearsoned.co.uk/fos

Other selected articles as handouts by the tutors

Assessment criteria

Multidimensional evaluation:

Strategy performance, performance of the Dutch Reverse Auctions, Investment Funds Performance and presentation in the investors meeting with final evaluation of the overall business performance based on benchmarks

Pre Assignment / Expert Group performance 5 %

Goals and Strategy development 30 %

Dutch Reverse Auctions 20 %

Investment Funds Performance 15 %

Investors Meeting 30 %

All parts need to be passed.

last modified 30.04.2010



International Corporate Strategy

Code: MGT2LG096

Extent: 5 ECTS (135 h)

Timing: 2nd - 5th semester

Language: English

Level: Free choice studies

Type: Elective

Learning outcomes

Upon successful completion of the course, the students

- understand the meaning of corporate strategy in an international context
- understand the international strategy development process
- understand the need of balancing the conflicting pressures for global standardization and local adaptation in international business
- understand the factors influencing the successful implementation of international strategies
- are able to demonstrate knowledge of different concepts about international strategy
- learn to solve real international business problems through case studies
- develop their awareness of ethical dilemmas related to international strategies
- develop holistic strategic thinking
- develop teamworking skills
- develop public presentation and discussion skills.

Course contents

The goal of the course is to learn about the main factors related to the international dimension of corporate strategy. Therefore, this course aims at developing students' skills to analyze international business problems and make sound strategy choices that help their organizations succeed in a global context.

Topics:

- Reviewing the key strategic management concepts: strategy, strategy process, components and levels of strategy, business environment, resources and capabilities and SWOT analysis
- The global manager, business internationalization drivers and sources of international competitive advantage
- Global standardization vs. local adaptation: international strategic choices
- International market selection and entry modes
- Ethical challenges in international business

Teaching and learning methods

Contact hours (lectures, discussions, teamworking, presentations, etc.) 24 h

Independent studies (reading, report & summary writing, etc.) 111 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Victor Oltra (Spain)

Course materials

Beamish, P., Morrison, A., Inkpen, A. & Rosenzweig, P. 2003. International Management. Text

and Cases. (Fifth Edition) (selected chapters). McGraw-Hill.

Gooderham, P. & Nordhaug, O. 2003. International Management. Cross-boundary Challenges (selected chapters). Blackwell Publishing.

Johnson, G., Scholes, K. & Whittington, R. 2008. Exploring Corporate Strategy. Text and Cases (Eight Edition) (selected chapters). Prentice Hall – Financial Times.

Additional materials (articles, case studies, other books, etc.) will be probably recommended by the tutor.

Assessment criteria

Active in-class participation 30 %

Individual case report 25 %

Individual (critical & reflective) lecture summary handouts 25 %

Team project 20 %

All parts need to be passed.

last modified 30.04.2010

- 

International Business Project Management

Code: MGT2LG005

Extent: 3 ECTS (81 h)

Timing: 2nd semester

Language: English

Level: Core studies

Type: Compulsory

Learning outcomes

Upon successful completion of the course, the students will

- understand what projects are and how they can be managed successfully.
- know the central terminology of project management.
- understand the central issues concerning project management in international settings.

Course contents

The course focuses on examining theoretical and practical issues involved in Managing Business Projects in an International setting. The goal is to learn about project management in general and its central concepts, to understand why do projects succeed and fail, and to understand the human

side of the project management.

The course covers the following topics:

- introduction to projects and project management
- success or failure; how to define and measure
- working in projects: tasks, people

Teaching and learning methods

Contact hours (for both modules together) 20 h

Examination 4 h

Independent studies (assignments, reading for the exam) 57 h

Alternative completions

Those participants that have work experience in project management and an accepted certification as project managers get the grade upon presenting their qualifications.

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Heikki Suominen, Pasila

Course materials

A Guide to the Project Management Body of Knowledge. 2004. Project Management Institute.

BS ISO 10006: 2003 Quality management systems. Guidelines for quality management in projects. 3rd Edition.

Wysocki, R. 2007. Effective Project Management - Traditional, Adaptive, Extreme. Wiley.

Other material assigned by the teacher.

Assessment criteria

Participation 20%

Examination 50%

Assignment(s) 30%

last modified 30.04.2010

- 

International Talent Management

Code: MGT2LG007
Extent: 3 ECTS (81 h)
Timing: 2nd semester
Language: English
Level: Core studies
Type: Compulsory

Learning outcomes

Upon successful completion of the course, the students will understand

- the various dimensions of international human resource and talent management.
- how the business strategy and the HR strategy are linked together.
- the global and local perspectives in talent management.
- the main HR processes to support the talent management.
- the future of talent management.
- how they can in any position contribute to the talent management in their companies.

The goal of the course is to learn about Human Resource and Talent management in order to understand and successfully contribute to their company's future challenges in these matters.

Course contents

- Strategic human resource management linked to company strategy
- HRM today and challenges for the future
- Talent Management
- Global HRM linked to local HRM
- HRM/Talent Management main processes
 - Resourcing (internal and external) (incl. expat matters)
 - Performance management
 - Development
 - Succession and career planning
 - Compensation and benefits
- How the future might look – how to win “The War for Talent”

Teaching and learning methods

Contact hours and presentations 18 h
Independent studies and own case work 63 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Sari Ek-Petroff, HR Director (sari.ek-petroff(at)sanofi-aventis.com)

Course materials

Lecture materials and assigned articles

Other materials assigned by the teacher

Assessment criteria

Active participation of the contact hours 50%

Self-reflective paper 10%

Reading summaries, individual assignments 40%

last modified 30.04.2010



International Marketing

Code: MGT2LG091

Extent: 5 ECTS (135 h)

Timing: 2nd - 5th semester

Language: English

Type: Free choice studies

Level: Elective

Learning outcomes

Upon succesful completion of the course, the students

- know how to promote new perspectives on Marketing
- can develop knowledge and understanding of international marketing strategies in particular with regard to SMEs
- have been encouraged to critical investigation and self-motivating study skills
- have improved their presentation skills and the ability to work in teams

Course contents

Globalization led into a worldwide struggle for economic survival, where neo-liberalism, the basic WTO philosophy, would only allow the fittest to survive. In order to be competitive, a well designed international marketing strategy, possibly involving an increased complexity of decision making, is a must.

In the international business arena SME's have become increasingly successful players as suppliers of finished or semi-finished products, components, and parts, or as service suppliers. According to the European commission "micro, small and medium-sized enterprises are socially and economically important, since they represent 99% of all enterprises in the EU and provide around 65 million jobs and contribute to entrepreneurship and innovation (Recommendation 2003/361/EC)".

In the course, students will be introduced to key-success factors for SME's and how those companies can build competitive advantages in the international marketing environment. At the same time, course participants will obtain a new perspective of marketing which goes far beyond the 4Ps.

Teaching and learning methods

The course is implemented by applying multiple ways of learning such as lectures, tutorials, project work, independent studies, and team work. It is an intensive course and the contact hours are on working days in the evenings. The teams should consist of 3-4 persons at most. Each team will be given an opponent team, which implies that those two teams will have to work together intensively by reading each other's reports and presentation materials, giving feedback and sharing ideas for improvement.

Contact hours (lectures, discussions, presentations, exam) 32 h

Virtual work (on the BlackBoard) 10 h

Independent studies 93 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Axel Schlich (Germany)

Course materials

Participants are free to choose reading materials according to their individual needs. The literature listed below may be helpful when working on the assignments.

Bradley, F. 2005. International Marketing Strategy, 5th edition. Harlow: Pearson Education Limited.

Grafers, H.W. & Schlich, A. W. 2006. Strategic Export Management, 1st edition, Helsinki: WSOY.

Homburg, C. & Kuester, S. & Krohmer, H. 2009. Marketing Management – A Contemporary Perspective

Kotabe, M. & Helsen, K. 2007. Global Marketing Management, 4th edition New York.

Further readings will be provided online, in case deeper insight into particular matters will be needed.

Assessment criteria

For module assessment teams will hand in final reports which should not exceed 6 - 8 pages. In addition, teams are asked to present the results of their case study work in class in form of a presentation of 20 - 25 minutes. The team performance will be evaluated with an overall team grade. In order to evaluate the performance of each participant as fair as possible and to expose free-riders, each team is given the option of self-assessment. The final grade is a weighted average of both team grade for the case study work and individual grade in the written exam.

Team's final report (max 6 - 8 pages)
Team's presentation (max 20 - 25 min.)
Self-assessment
Written exam

last modified 30.04.2010

- 

Knowledge Management

Code: MGT2LG093
Extent: 5 ECTS (135 h)
Timing: 2nd - 5th semester
Language: English
Level: Free choice studies
Type: Elective

Learning outcomes

Upon completion of the course, the students

- understand the significance of knowledge in today's economy
- learn about knowledge workers
- understand that knowledge is created in social interactions
- understand the key concepts and models of Knowledge Management (KM)
- realise one's role and responsibility in a learning community
- are aware of KM tools.

Course contents

In the knowledge economy, the challenge is to build, combine, and integrate the knowledge of many individuals. The course focuses on understanding knowledge in sustaining competitive advantage. The purpose of this course is twofold: firstly, to provide students a general overview of KM theories, concepts, and models, and secondly, to offer students practical tools that can be

applied in their managerial work.

Topics to be covered:

- Knowledge as a concept
- KM as a discipline
- Routes of KM
- Criticism of KM
- Knowledge workers
- The knowledge creation theory (SECI model, concept of Ba, knowledge assets)
- Storytelling as a tool in KM
- Organizational learning and learning organizations
- The knowing-doing gap phenomenon
- Value networks and value mapping tool
- The types and role of trust in knowledge sharing
- Learning Café as tool for knowledge sharing
- Knowledge-based theory of the firm
- Models of intellectual capital
- Intellectual capital reporting

Teaching and learning methods

Students will learn by a multi-method learning approach that includes lectures, PBL, Learning Café, case discussions, article discussions, a small scale project work, presentations, and oral exam. The course will be implemented as an intensive course in the evenings.

Contact hours (lectures, discussions, presentations, exam) 28 h

Virtual work (on the BlackBoard) 15 h

Independent studies 92 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Maria Jakubik, Pasila

Course materials

Jashapara, A. 2004. Knowledge Management. An Integrated Approach, Harlow: Financial Times, Prentice Hall.

Mini cases and selected readings provided by the tutor

Assessment criteria

Case analyses and discussions 30%

Tutorial discussions 50%

Oral group-examination 20%
Article summaries accepted/failed

last modified 30.04.2010

- 

Managing Integrated Communication Processes

Code: MGT2LG092
Extent: 5 ECTS (135 h)
Timing: 2nd - 5th semester
Language: English
Level: Free choice studies
Type: Elective

Learning outcomes

Upon successful completion of the course the students should be able to answer the following questions:

- What is the difference between strategic communication and communicative strategy?
- What is Integrated Communication?
- What is internal, external and corporate communication and how do they interact?
- How could we benefit from the cross-cultural effects in integrated communications?
- How can we manage and control the integrated communication processes?

Course contents

A communicative strategy: the role of management and the people involved in the development, concepting and communication (participants) in the integrated communication processes (corporate-, internal- and external communications) and their mutual responsibilities. This leads to the clear perception, motivation and foundation of people involved in an organization and their mutual understandings, values, responsibilities and cross cultural effects in this process. Finally a management control system will be presented in order to improve communication quality.

Topics to be covered:

- Strategic communication
- Communicative strategy
- Integrated (internal, external and corporate) communication
- Cross cultural effects
- Managing integrated communication processes

Teaching and learning methods

This is an intensive course and the contact hours on week days will be held in the evenings. The rest is virtual work on the BB organized by the teacher.

Learning methods are interactive lecturing, consultancy and discussion.

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Course materials

Argenti, P. 2005 or later. Corporate communication. McGraw-Hill/Irwin.

Fill, C. 200x. Marketing communications. Pearson Education. (external communication)

Reijnders, E. 2006. Internal Communications. Handouts given in class based on the book. (internal communication)

Van Leeuwen, Winkel and Dijkstra. 2007. Communicative strategy: Vision, Mission, Compassion - a communicative strategy. Royal Van Gorcum B.V. (communicative strategy)

Vos, M. & Shoemaker, H. 2004. Accountability of communication management: a balanced scorecard for communication quality. Uitgeverij Boom. (control)

www.crossculture.com

Handouts provided by the teacher

Teacher(s) responsible

Luuk van Leeuwen (The Netherlands)

Assessment criteria

Written exam

Assignment based on a casus that students write themselves. The reason of this self-written casus is to explore the kernel of the problem.

Presentation of 5 minutes. (Reason for 5 minutes is to learn to be able to convince an audience in a limited time frame.)

last modified 30.04.2010



Project Management Tools

Code: MGT2LG006
Extent: 3 ECTS (81 h)
Timing: 2nd semester
Language: English
Level: Core studies
Type: Compulsory

Learning outcomes

Upon successful completion of the course the students will have the understanding of basic project management ICT-tools and techniques, and they will be able to apply them to manage their master thesis projects.

Course contents

The goal is to provide knowledge of different IT-tools available for managing projects. The objectives are that the students learn how to apply project management IT-tools and as an assignment the students could use these tools to manage their international business related thesis as a project during their master studies (2 – 3 years).

The course covers the following topics:

- Introductions into selected ICT-tools in different project management situations
- Utiliation of project management ICT-tools and techniques in creation of typical graphical project management illustrations, including Gantt chart, PERT chart and WBS (Work Breakdown Structure)
- Using the ICT-tools to manage the students' international business related thesis as projects during their master studies

Teaching and learning methods

Contact hours 20 h
Examination 4 h
Independent studies (assignments, reading for the exam) 57 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Miikka Mäkelä, Pasila

Course materials

Materials assigned by the teacher.

Assessment criteria

Participation 20%
Examination 40%
Assignment(s) 40%

last modified 30.04.2010

- 

Thesis Work

Code: MGT2LG040
Extent: 30 ECTS (810 h)
Timing: 1st - 6th semester
Language: English
Level: Professional studies
Type: Compulsory

Learning outcomes

Upon successful completion of the Master's thesis and the maturity exam the students will graduate from the Master's programme and earn the degree of Master of Business Administration.

The goal of the Master's thesis is to develop and demonstrate the ability to apply the selected research strategies and methods in identification and solution of an authentic, work related, international business management problem. Furthermore, the objectives of the thesis are to develop international business management skills, competences, and qualities of students that would make them competitive in the global job market.

The differences between the BBA thesis and IBMA Master's thesis are that the IBMA Master's thesis:

- is always a project-based thesis.
- focuses on an authentic work place problem that needs improvement or solution.
- has international business dimension.
- has a research methodology and methods discussion.
- develops a theoretical/conceptual framework to approach the international business problem.
- assesses the business value contribution of the suggested recommendations or solutions when they are implemented.
- has reflection discussions on the learning journey from individual and organizational perspective.

Course contents

The required sections of the IBMA Master's thesis are:

- Introduction (description of the work development project (research phenomenon), statement of goals and research question(s), statement of limitations, and so on)
- International business dimension of the study
- Critical literature review (presenting what we already know about the phenomenon)
- Conceptual framework based on the relevant concepts discussed (this framework is to help to answer the main research question of the study)
- Methodology (statements of research assumptions, justifying the research philosophy, strategy, and methods)
- Assessment of the quality of the results or findings, validity, reliability, the role of the researcher
- Presentation of the results, outcomes or findings of the project(s), implemented at the target company
- Assessment of the business value of the thesis project based on information gathered from stakeholders
- Conclusions, recommendations, suggestions for further research, reflections on the learning process

Teaching and learning methods

Independent studies 810 h

Thesis related activities are for example: thesis plan, work development project plan, work development project kick off meeting, working on the work development project, 3 required thesis progress reports for workshops, studying the literature, meetings with the thesis tutor, implementing some of the thesis recommendations, presenting the thesis at work place, collecting feedback, finalizing the thesis, maturity exam.

Teacher(s) responsible

Maria Jakubik, Pasila

Thesis tutors (will be assigned after the Thesis Plan is accepted)

Course materials

Regarding the process and content: IBMA Thesis Guide (available on BB and on Students' extranet)

Regarding the format: HH Thesis Writing Guide (available on Students' extranet)

Assessment criteria

The thesis will be assessed by the HAAGA-HELIA thesis tutor, supervisor, and by the company contact person for the work development project. Thesis grade will be given after the maturity exam is accomplished.

See assessment criteria in IBMA Thesis Guide Appendices 4, 5, and 6 (available on BB and on Students' Extranet)

last modified 30.04.2010

- 

Understanding International Business Environment

Code: YMA2RQ025
Extent: 5 ECTS (135 h)
Timing: 1st semester
Language: English
Level: Core studies
Type: Compulsory

Learning outcomes

After completion of the course, the student

- is familiar with the key sources of market information.
- is versed in key quantitative research methods used in the analysis of operating environments, including strengths and limitations.
- knows how to utilize key market information in decision making when entering and doing business in a specific market.
- knows how to assess international market opportunities and risks.

International operating environment analyses focus on the world outside the organisation. The AOE approach provides a mechanism for systematically thinking through the extent to which the organization is capable of dealing with changes taking place in its environment. An understanding of the operating environment will inform strategic planning process on what strategies to adopt and their measurement. This understanding is of crucial importance in several decision making situations of international business, such as market selection in the launch of new products or old products to new markets.

Course contents

The course introduces measurement and research techniques employed in AOE. The analyses include managerial approach to AOE, market assessment (supply and demand), competitor analyses and market risk analysis. Curriculum places emphasis on design, analysis and interpretation of quantitative research.

The course adopts the managerial approach to analysis of the international operating environment. It introduces the quantitative research and multivariate statistical analysis by utilizing existing

databases.

Teaching and learning methods

Contact hours 24 h

Independent studies and assignments 111 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Teemu Moilanen, Pasila

Course materials

Suggested readings:

Johnson & Scholes. 2004. Exploring Corporate Strategy. 7th ed., Harlow, Financial Times Prentice Hall.

Malhotra & Birks. 2007. Marketing Research: An Applied Approach. 3rd ed., Harlow: Pearson Education.

Ghuri & Gronhaug. 2005. Research Methods in Business Studies: A Practical Guide. 3rd ed., Prentice Hall.

Assessment criteria

Five home assignments 75%

Examination 25%

To get the final grade of the course as minimum four home assignments and the exam should be passed.

last modified 30.04.2010



Qualitative Research in International Business

Code: MGT2LG010

Extent: 5 ECTS (135 h)

Timing: 1st semester

Language: English

Level: Core studies

Type: Compulsory

Learning outcomes

Upon successful completion of the course, the students will understand and practice

- research philosophies: ontology and epistemology.
- how to select and use qualitative research methods for business studies and for the thesis qualitative research methods.
- qualitative research process.
- decisions concerning research design, data collection, data analyses.
- professional research report writing.
- the purpose of action research (AR).
- the involvement and role of the researcher in AR.
- the broader implications of AR.
- appreciative inquiry as an organizational analysis tool.
- learning café as a knowledge sharing tool.
- self reflections on learning.

The goal of the course is to introduce research philosophies (ontology and epistemology), qualitative research methods to students to apply the knowledge in the team assignments and individual assignments and later in their own master's thesis. Another goal of the course is to learn about AR as a possible management and business research strategy. As the main objective of an AR is to achieve change and improvements in existing managerial practices or achieve change in one part or in the whole organization this research strategy could be selected and applied by students in their master's thesis.

Course contents

- Ontology and epistemology
- Formulating research objectives and research questions
- Research design
- AR as research strategy
- Historical development of the AR theory
- Rationale for AR
- Appreciative inquiry (AI) group assignment
- Data collection methods
- Characteristics and the process of AR
- Benefits and limitations of AR
- Current trends in AR thinking
- Reporting and presenting research findings
- Analysing data and interpreting findings
- Validity and reliability of research

Teaching and learning methods

In addition to contact lessons the students will work both in teams and individually on assignments.

Contact hours 40 h

Working on group assignments on Blackboard 50 h

Independent studies and working on individual assignments 43 h

Examination 2 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Maria Jakubik, Pasila

Irma Pulkkinen, Pasila

Course materials

Compulsory readings:

Marschan-Piekkari, R. & Welch, C. 2004. Handbook of qualitative research methods for international business. Edward Elgar. Cheltenham. (Selected chapters).

Miles, M. B. & Huberman, A. M. 1994. Qualitative data analyses: an expanded sourcebook. Sage. Thousands Oaks.

Reason, P. & Bradbury, H. (eds) 2006. Handbook of Action Research. The Concise Paperback Edition. First published 2001. Sage Publications Ltd. London. (Selected chapters).

Rubin, H. J. & Rubin, I. S. 2005. Qualitative interviewing: the art of hearing data. Sage. Thousands Oaks.

Recommended readings will be listed on Blackboard

Other selected articles as handouts by the teachers

Assessment criteria

Pre-assignment (researchers' skills) - Passed/Failed

Attendance 10%

Exam (individual) 40%

AI report (group) 30%

AI presentation (group) 10%

Peer assessment (Learning Café) 10%

Self reflective paper - Passed/Failed

All parts need to be passed.

last modified 30.04.2010

- 

Tools for Managing the Future

Code: YMA2RQ023
Extent: 3 ECTS (81 h)
Timing: 1st semester
Language: English
Level: Core studies
Type: Compulsory

Starting level and linkage with other courses

Students should select one of the courses: Tools for Managing the Future or Case Study Research.

Learning outcomes

Upon completion of the course, the student

- is aware and able to use some key methods and tools in anticipation.
- understands the importance of anticipation in his or hers operating environment.

Anticipation is used to identify future business opportunities. It aims to identify megatrends in the operating environment, as well as weak signals and the impacts of change processes and factors in a company's field or cluster of business. Topics analyzed include factors affecting supply, demand, technology, competition and consumer behavior, and also development trends.

Course contents

- Futurology
- Trend analysis
- Pattern management of weak signals
- Delphi-method

Teaching and learning methods

Contact hours 16 h
Independent studies, team assignments and individual assignments 61 h
On-line exam 4 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Jarmo Ritalahti, Pasila

Course materials

Malaska, P. & E. Masini (eds.). Philosophical Essays of Knowledge of the Future. Futura 1/2009.

Hand-outs

On-line material

Assessment criteria

Assignments 50%

Examination 50%

last modified 30.04.2010

- 

Workshop 1

Code: MGT2LG051

Extent: 1 ECTS (27 h)

Timing: 1st semester

Language: English

Level: Core studies

Type: Compulsory

Learning outcomes

Upon successful completion of the workshop, the student will

- understand the structure of the IBMA Programme.
- be familiar with the learning approach.
- learn about the content of the first academic year.
- know what is a 'research' and what it is not.
- learn about the nature of management and business research.
- know the difference between 'basic research' and 'applied research'.
- be aware of the orientation chart (the big picture) of the first courses.
- learn about the Blackboard system.
- learn about themselves (test).
- know their groups for course exercises and assignments.

Course contents

The main goal of the first workshop is to provide information to students about the structure, content, learning philosophy, and learning environment of the whole master programme. Furthermore, during the workshop students will be informed about the first academic year and the

first courses. Lastly, the goal is to socialize and to get to know each others' professional background, interests, motivation, and personality.

This orientation workshop starts with a small group work and with an introduction of participants. Then, the content of the IBMA Programme, its learning philosophy and learning approaches will be presented. It will be followed by the orientation to core studies, by focusing on the content of the first academic year, the first semester, and the first theme of the semester: Management and Business Research Strategies.

During the afternoon session of the workshop we will talk about practicalities and learn about the BlackBoard virtual learning environment. The first workshop will be closed by conducting a group exercise and forming heterogeneous groups for conducting group assignments during the IBMA programme.

Teaching and learning methods

Contact hours (exercises, lectures, discussions) 8 h
Independent studies 19 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Maria Jakubik, Pasila

Course materials

Exercises provided by the tutor
Lecture material on Blackboard
HAAGA-HELIA Pasila Campus Guide 2009 Autumn
Handouts

Assessment criteria

The workshop will be assessed as "passed" or "failed". Attendance in the workshop is compulsory for all students. To receive the credit for the workshop all parts need to be passed:

- Full attendance (if absent, you need to do an assignment)
- Presenting your initial thesis idea(s)
- Submitting in written the initial thesis idea(s) (1-2 pages or slides)
- On-line group work on Blackboard/Workshop1/Groups/Group discussion board

last modified 30.04.2010

- 

Workshop 3

Code: MGT2LG043
Extent: 2 ECTS (54 h)
Timing: 2nd semester
Language: English
Level: Core studies
Type: Compulsory

Learning outcomes

Upon successful completion of the workshop, the students will

- learn about their strengths as managers by receiving their personal DiSC profiles
- discover four styles of behavior and explore the preferences of their own style
- learn what happens if these strengths are overused
- learn about what happens when they are in conflict with others
- understand how others interpret their behavior
- know about research and development projects of HAAGA-HELIA as potential topics for the Master's thesis (guest lecturer is invited)
- update their thesis status
- reflect on their first year IBMA studies and
- learn about the next academic year

Course contents

The goals of the workshop are twofold: learning about how to maximize personal strengths as a manager and gaining information about the ongoing HAAGA-HELIA research projects as potential master thesis topics. Additionally, students reflect on the first year master studies, submit the updated thesis plans and thesis status reports, and receive information about the next academic year.

Teaching and learning methods

Contact hours (guest lectures, presentations, discussions) 8 h
Independent studies 46 h

Responsible teacher(s)

Maria Jakubik, Pasila
Guest lecturers

Course materials

HAAGA-HELIA thesis instructions (on Blackboard)

Swales, M. & Feak, C. 2004. Academic Writing for Graduate Students. 2nd ed. The University of Michigan Press. (recommended).

Assessment criteria

Attendance in the workshop is compulsory for all students. The workshop will be assessed as 'passed' or 'failed'. All parts need to be passed to receive the credits:

- Compulsory and full attendance (no extra assignment will be provided in case of absence)
- Active participation in group work
- Reflections on first year IBMA studies (individual – 1 page)
- Updated Thesis Plan (individual) in case it was not approved
- Thesis progress report 1 (1-2 pages)

last modified 14.05.2010

- 

Workshop 5

Code: MGT2LG045

Extent: 2 ECTS (54 h)

Timing: 3rd or 4th semester

Language: English

Level: Professional studies

Type: Compulsory

Learning outcomes

Upon successful completion of the workshop, the students will

- share the impacts of the 360 degrees assessment made by ViaGroup.
- share the status of their theses with others by presenting their second thesis progress reports.
- share information about the elective courses in face-to-face group discussions and on BB discussions.
- learn about elective courses taken by others.
- update their PSPs.
- become familiar with research trends in international business.

Course contents

The workshop facilitates sharing between students about the impacts of the 360 degrees assessment, their actions plans regarding their personal development, elective studies, and about the current state of their theses. Students will gain information about the emerging themes in international business research that could help them to position their studies. Additionally, this forum brings together the students as a group and this way it will strengthen their community,

networking, and belonging.

The workshop will focus on group discussions, individual presentations, BB discussions, and reflections. There will be group discussions on the impacts of the 360 degrees assessment, individual presentations of the Second Progress Report of the thesis, and reflections on elective courses. The personal study plans (PSPs) will be updated.

Current international business research trends will be discussed.

Teaching and learning methods

Contact hours (presentations, discussions) 16 h

Independent studies 38 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Maria Jakubik, Pasila

Course materials

Griffith, D. A., Cavusgil, S. T. & Xu, S. 2008. Emerging themes in international business research. *Journal of International Business Studies* (2008) 39, 1220-1235 (compulsory).

HAAGA-HELIA thesis instructions.

IBMA Thesis Guide (on BB).

Swales, M. J. & Feak, C. B. 2004. *Academic Writing for Graduate Students*. 2nd ed. The University of Michigan Press. (recommended).

Assessment criteria

The workshop will be assessed as 'passed' or 'failed'. Attendance in the workshop is compulsory for all students. To receive the credit for the workshop all parts need to be passed:

- Full attendance
- Thesis progress report 2 and its presentation
- Updated PSP
- Reflections on elective courses (attachment of PSP)
- BB discussion board sharing
- Discussion of the current IB research trends (summary, mind-map)

last modified 30.04.2010



Workshop 2

Code: MGT2LG042
Extent: 2 ECTS (54 h)
Timing: 2nd semester
Language: English
Level: Core studies
Type: Compulsory

Learning outcomes

Upon successful completion of the workshop, the students will

- learn about international office's services regarding foreign partners of HAAGA-HELIA and exchange studies abroad as part of personal studies during the second academic year
- become familiar with research trends in international business
- learn to write a research plan as their thesis plan
- learn to apply HH's thesis writing instructions
- receive feedback on how to improve/update the research plan
- reflect on their first semester studies

The main goal of the second workshop is to write the thesis plan and to receive feedback how to improve it. Students will learn about emerging themes in international business research. Furthermore, students will gain information about HAAGA-HELIA's international office services regarding foreign study opportunities.

Course contents

The workshop provides forum for the Appreciative Inquiry project presentations, learning about emerging international business research themes by reading and writing a summary of an assigned article, writing the thesis plan by applying HH's thesis writing instructions.

Teaching and learning methods

Contact hours (presentations, discussions) 8 h
Independent studies 46 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Maria Jakubik, Pasila

Course materials

Griffith, D. A., Cavusgil, S. T., & Xu, S. 2008. Emerging themes in international business research. *Journal of International Business Studies* (2008) 39, 1220-1235.

HAAGA-HELIA thesis writing instructions.

Research plan instruction.

Swales, M. J. and Feak, C. B. 2004. *Academic Writing for Graduate Students*. 2nd ed. The University of Michigan Press.

Assessment criteria

The workshop will be assessed as 'passed' or 'failed'. Attendance in the workshop is compulsory for all students. To receive the credit for the workshop all parts need to be passed.

Attendance

Thesis Plan (written assignment)

Summary of the assigned article (written assignment)

Reflections on the first semester studies (written assignment)

last modified 30.04.2010



Workshop 4

Code: MGT2LG044

Extent: 1 ECTS (27 h)

Timing: 3rd or 4th semester

Language: English

Level: Professional studies

Type: Compulsory

Learning outcomes

Upon successful completion of the workshop, the students will

- know about the objectives of the second academic year.
- receive information on personal studies.
- finalize their personal study plans.
- reflect on the book assignment.
- prepare a comprehensive list of all books read.
- reflect on the 360 degrees assessment.

- learn about future search method.
- do an exercise on future search.

The main goal of the workshop is to orientate students to their personal studies and to assist them to prepare their personal study plans (PSP).

Course contents

The workshop starts with a group discussion about the learning outcomes of the first year. Then, the progress reports of the theses will be discussed by presenting the current state of the thesis and the next phases and activities need to be clarified. There will be information provided about the current academic year and about the elective studies.

During the afternoon session of the workshop one master student will present his/her reflections about the benefits and difficulties of his/her master study. Then, the case-study closing discussion will take place. After that the self- and peer assessments will be done.

Teaching and learning methods

Group work and discussions 8 h
Independent studies 19 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Maria Jakubik, Pasila

Course materials

Case-study and instructions (provided earlier)

Handouts (assessment forms)

Distance study assignment instructions for the next Fall

Assessment criteria

The workshop will be assessed as 'passed' or 'failed'. Attendance in the workshop is compulsory for all students. To receive the credit for the workshop all parts need to be passed:

- Full attendance
- Personal Portfolio of IBMA compulsory studies
- Case analysis (written summary of the main issues of the case and recommendations to solve the problems)
- Case discussion
- Personal Study Plan with attachments of summary of already taken elective studies (or

courses for credit transfer)

last modified 30.04.2010

- 

Workshop 6

Code: MGT2LG046

Extent: 2 ECTS (54 h)

Timing: 3rd or 4th semester

Language: English

Level: Professional studies

Type: Compulsory

Learning outcomes

Upon successful completion of the workshop, the students will

- learn about research and development projects of HAAGA-HELIA as potential topics for their Master's thesis (guest lecturer).
- learn about 'Responsible business operations in international business' (guest lecturer).
- get familiar with the thesis topics of other IBMA-groups.
- have the opportunity to network with IBMA-students.
- learn about HAAGA-HELIA's thesis writing instructions (presentations by new IBMA-students).
- reflect on their personal studies.

Course contents

This workshop brings together IBMA07 and IBMA08 groups. The goals of the workshop are to learn together about an increasingly important topic in business: 'Responsible business operations in IB', to gain information about the ongoing HAAGA-HELIA research projects as potential master thesis topics, to reflect on elective studies, to submit thesis progress reports and updated PSPs (personal study plans), and to collaborate and network with other IBMA-students. Additionally, the students listen the group presentations of the new IBMA students about HH's thesis writing instruction and receive information about the future of their studies.

The workshop will focus on guest lecturers' presentation, group presentations, and reflections on studies. During the workshop we learn about responsible business operations, research and development projects, thesis writing guidelines, thesis topics, and about future studies.

Teaching and learning methods

Contact hours (guest lectures, presentations, discussions) 8 h

Independent studies 46 h

Recognition of prior learning (RPL)

Recognition of prior learning (RPL) is observed on the course according to separate instructions.

Teacher(s) responsible

Guest lecturers: Dr Tuija Toivola Research Director HH and others
Maria Jakubik, Pasila

Course materials

HAAGA-HELIA thesis instructions

Swales, M. J. & Feak, C. B. 2004. Academic Writing for Graduate Students. 2nd ed. The University of Michigan Press. (recommended).

Assessment criteria

Attendance in the workshop is compulsory for all students. The workshop will be assessed as 'passed' or 'failed'. All parts need to be passed to receive the credits:

- Attendance (in case of absence an extra assignment should be done)
- Brief presentation of the thesis topic and current status of the thesis work to other IBMA group
- Reflections on each elective studies taken by now attached to the updated PSP
- Thesis Progress Report 3
- Mind-map or text summary on the lecture 'Responsible business operations in international business'

last modified 30.04.2010

- 

Workshops 7, 8 and 9

Code: MGT2LG047, MGT2LG048 and MGT2LG049

Extent: 0 ECTS

Timing: 5th - 6th semester

Language: English

Level: Professional studies

Type: Optional

Learning outcomes

Upon participating in these workshops, the students will

- know how others managed their thesis process
- learn about each others' thesis status
- know the typical issues hindering their thesis process
- know how others overcome their difficulties
- receive personal guidelines for thesis work
- become motivated to continue their work

Course contents

These three workshops could be called as thesis clinics. Students attending them will share their thesis related problems and successes. They will receive guidelines for continuing their work.

Teaching and learning methods

Contact hours, 2 hours each time

Teacher(s) responsible

Maria Jakubik, Pasila

Course materials

There are no specific course materials.

Assessment criteria

Attendance in these workshops is optional for all students. The workshops will be assessed as 'passed' or 'failed'.

last modified 30.04.2010