

Change Leadership

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Strategic Management

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Tools for Managing the future

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Thesis module

Thesis module

- Study module: Thesis
- Code: YMA7RQ001
- Extent: 30 ECTS
- Semester: Duration of one's studies
- Language: English
- Level: Thesis, master's degree
- Type: Thesis

Learning outcomes

Main objectives:

The objective of the thesis is to develop the student's ability to apply research findings for the solving of practical real-life problems in working life, as well as to prepare students to take on demanding, independent and professional tasks after graduation.

Other objectives:

Upon completion of the thesis, students:

- have a comprehensive understanding of their field, their profession's role in business life, as well as their profession's social significance
- have the ability to search for information independently
- have the required background skills for keeping up-to-date with current research and professional developments in their field of specialisation, as well as their critical analysis and assessment
- have the required proficiency to independently produce knowledge and to apply this knowledge in practice.

The thesis is to indicate the student's:

- ability to professionally study his or her chosen thesis research or development project, as well as set the proper scope for this inquiry
- ability for development-oriented thinking
- ability to apply required theory and research methods in research projects
- grasp of his or her thesis topic and background literature
- ability to engage in professional communications
- ability to complete extensive projects and to grasp complex totalities.

The thesis can comprise either a research or development project that builds the student's professional competencies and serves working community developmental needs. A thesis that is a development project can involve the creation of a better working practice, an improved product, a method or event or artistic work. This kind of thesis can also involve a development plan or other plan or a topical review inclusive of developmental proposals. The thesis can address a single company and its operations, and should also contribute to the field of study, i.e. contribute new knowledge to the field.

Module description

The thesis is a process that involves the student, the commissioning party, the school's Development Platform and the student's thesis counsellor. The thesis is completed through the Development Platform, with the student receiving support via thesis workshops and personal guidance.

Development Platform

The Development Platform is the development, learning and interaction environment through which the thesis is completed. The platform offers a point of contact for developers and companies as well as expertise and projects from diverse fields. In particular, the platform has the following objectives:

- to facilitate networking among students as well as other players in the innovation forums of

diverse fields

- to promote the sharing of ideas as well as the finding of new perspectives and partnersm which integrally involves the goal of connecting the student and his or her workplace with the best Finnish innovators in the student's chosen thesis subject
- to promote the transfer of knowledge and expertise from innovation forums to the travel and hotel and restaurant management fields, and vice versa.

The Development Platform consists of:

- a group of communities from different fields (=innovation forums), which operate according to their established practices
- various processes within diverse schools/universities, which enable/support student participation in the communities during the time of their studies
- further processes that
- bring the communities together through the Development Platform
- coordinate actions and contacts into communities
- guide students to the relevant communities relevant to their thesis work
- advice/coach/support students during the thesis proces
- monitor student participation in the relevant platform communities.

Students are directed to the community/communities relevant to their thesis topics at the start of their studies.

Module contents

Choice of thesis topic and counselling

The student chooses his or her thesis topic and produces an outline for the work, on the basis of which the topic is approved. The topic should have relevance to their place of employment, the business environment, or involve some other partner.

The student is assigned one or more thesis counsellors. The counsellor's role is to guide the thesis process in cooperation with the commissioning party and/or other partners, as well as to promote interaction between the school and the business community. It is possible that counselling is provided both by a representative from the commissioning institution and the thesis counsellor. However, it is the student who is finally responsible for the thesis.

The thesis process integrally involves participation in thesis workshops. The workshops address the thesis with the help of not only the counsellor, but also other students completing their theses.

Joining communities relevant to the thesis topic

The student discusses together with his or her counsellor and the Development Platform coordinator about which communities to join. Practical guidance in this is provided by the coordinator.

Thesis plan and scheduling

In the thesis plan, the student provides grounds for the project, sets the project's objectives, links the project to earlier research in the field, presents the methodology to be used, a timetable for the project's progress, an outline of contents as well as lists the key bibliography. The thesis plan is an important first step in the process, ensuring the what ensues proceeds in the right direction. In

addition, the thesis plan offers the student with an occasion to discuss his or her aims with many parties (counsellors, other students, partners) and receive valuable feedback. The better the plan, the easier it is for others to comment on it.

The thesis plan can be updated as the work proceeds, and is to include specific dates at which progress reports are to be submitted. In this regard, it is strongly recommended that the students keep a detailed thesis diary and report on his or her progress as promptly as set in the thesis plan.

Setting objectives and scope of study

Thesis objectives and scope progressively become clearer as studies proceed and interaction in the Development Platform deepens. The student updates his or her thesis plan as required.

Sharpening the theoretical framework and objectives

The thesis can involve a development project or a practical developmental task. Nevertheless, notwithstanding the practical focus of the thesis, students are expected to familiarise themselves with the available theoretical work on their topic, as well as indicate their command of this by compiling a bibliography.

Choice of research/development method

The student chooses an appropriate methodology for his or her project, which is to be approved by the thesis counsellor.

Completion of research/development project

The thesis stages will vary with the choice and nature of the topic. Students are expected to start familiarising themselves with the topic already in the early stages of their studies, when discussing the topic with the commissioning party and other partners. The topic is then further specified and discussed, and it may very well be that the original topic may change. In all cases, however, the thesis statement and proposed methodology must be well grounded. Students are encouraged to exercise their creativity when seeking new solutions and when weighing the merit of alternatives. It is thesis work proper that produces most of the material for the final thesis.

Thesis reports

The thesis always involves a written report. This means the presentation of the thesis project in writing, following the relevant instructions provided.

Thesis presentation and feedback

The completed thesis is presented to the parties involved and a feedback session is organised. The feedback session is a part of the assessment process. Students are to be aware of the assessment criteria once they start working on their theses.

Prerequisites

No prerequisites

Advisors

Teemu Moilanen
Katri Ojasalo

Jarmo Ritalahti

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Responsible Business Operations

2a. Responsible Business Operations

- Study module: Responsible Leadership
- Code: YMA2RQ011
- Extent: 5 ECTS
- Semester: 2
- Language: English
- Level: Advanced professional studies, master's degree
- Type: Compulsory

Learning outcomes

The objectives of the course are that students:

- acquire relevant conceptual tools for the analysis of responsibility
- acquire the skills with which to analyse responsibility in a corporate setting
- become familiar with ways that they themselves can contribute to responsible corporate operations
- know how to apply key concepts relating to responsibility in their thought processes and decision making.

Course description

The course builds the conceptual foundation with the aid of which the student will investigate his or her own actions and working environment in the ensuing two course of the module. The concepts used in the analysis of responsible business operations are also relevant to the strategic management module and other modules and courses in the degree programme.

The themes of anticipation, complexity and core values are tackled during the course, with emphasis on anticipation.

Possible lectures by business community representatives as well as company visits support the course's investigative approach to learning. In these contexts, the visitors share their expertise and how they have met the challenges of responsible business operations in their own jobs.

Course contents

- The challenges posed by the operating environment on responsible business operations
- Key challenges to service business management from the perspective of responsible

- business operations
- The link between responsible business operations and social responsibility
- Ethics and morality in decision making and corporate operations
- Benefits of responsibility for the service business
- Characteristics of a responsible service organisation

Prerequisites

No prerequisites. This is the introductory course in the Responsible Leadership module.

Course materials

To be notified

Advisors

To be notified

Teaching and learning methods

Students familiarise themselves with various themes relating to responsibility in business operations, starting with a review of their own learning objectives. The teaching methods support critical thinking and problem solving skills.

Assessment

To be notified

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Responsibility in one's own working environment

2b. Responsibility in one's own working environment

- Study module: Responsible Leadership
- Code: YMA2RQ012
- Extent: 5 ECTS
- Semester: 2
- Language: English
- Level: Advanced professional studies, master's degree
- Type: Compulsory

Learning outcomes and processes

The objective of the course is that students:

- develop their skills in the use and application of investigative and systemic approaches to work
- sharpen their understanding of their own working environment from the perspective of responsible business operations
- understand that reputation is an integral component of social capital.

Course description

The course is built on the students own work practices, which are organised into a “project” or “company story” by means of interim assignments. The goal is not so much to change or develop the working environment, but rather to learn to understand it better from the perspective of responsible leadership.

The themes of anticipation, complexity and core values are tackled during the course, with emphasis on complexity.

Students extensively engage in personal observation and analysis, as well as joint discussions.

Course literature may be addressed in separate workshops.

Course contents

The course involves plenty of assignments focusing on:

- corporate social responsibility and prerequisites for this
- the role of leadership in promoting organisational interaction
- stakeholder analyses
- identification of strong points in company operations and areas for development.

The courses on network leadership and strategic management support this course.

Prerequisites

Responsible Business Operations

Course materials

To be notified

Advisors

To be notified

Teaching and learning methods

Students can choose to review theses completed on responsible leadership, possibly including a

follow-up review of developments, as a course assignment. This option emphasises the time dimension of responsible operations, and in this way opens up the opportunity for the analysis of completed projects.

The course assignments can also set up in such a way that they support thesis work, with the result that students will not necessary all address the same issues or use the same methods. Joint learning and the sharing of information and experiences are integral to the course.

Assessment

To be notified

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The self as an agent of responsibility

2c. The self as an agent of responsibility

- Study module: Responsible Leadership
- Code: YMA2RQ013
- Extent: 5 ECTS
- Semester: 2-3
- Language: English
- Level: Advanced professional studies, master's degree
- Type: Elective

Learning outcomes

The course develops the student's professional identity, as well as reaction, information technology and coping skills in different workplace situations.

The objective is that students:

- become more familiar with their core values and ways of working
- investigate their own behaviour in a social setting
- gain motivation to reflect upon and develop their own ways of working and reflect on how they can contribute to a more responsible business environment

Course description

The course begins with an orientation lecture, after which students are divided into 2-3 groups. Each group approaches their ways of working from a different perspective, for example through work supervision exercises or drama workshops. Regardless of the approach, the aim is to offer

students a forum through which to analyse their own supervisory practices and/or ways of working via situations via the experiences they have gained in their own working lives. The groups will be organised on the basis of possible experience in supervisory roles, the specific interests of the students, as well as group size.

The themes of anticipation, complexity and core values are tackled during the course, with emphasis on core values.

Course contents

The specific contents of the course will be determined on the basis of the students' prior experiences, which will be discussed within the groups at the start of the course. The overall aim is to build the students' self-awareness of their leadership practices.

Integral to the success of the course is student interaction and commitment to process-based learning. The groups will function as "holograms" of responsible leadership, in which both the topics addressed and ways of working support the overall theme. The orientation part of the course, namely trust and care for others, are important to both to responsible leadership and this kind of group work.

Orientation part

- Trust
- Care for others
- Presentation of process-based working practices

Prerequisites

Responsible Business Operations

Course materials

Possible materials for the orientation part of the course.

Advisors

(Työnohjaaja)
(Draamaohjaaja)
(Muu toiminnallinen lähestymistapa)

Teaching and learning methods

The learning process is based on process-based and experience-based approaches.

A tentative organisation:

6 – 12 h orientation lectures

45 - 60 h group work (14 – 20 meetings)

Independent study and assignments, e.g. learning diary or course report

Assessment

To be notified

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Strategic Management

7b. Strategic Management

- Study module: Travel Demand Management
- Code: YMA4RQ032
- Extent: 5 ECTS
- Semester: 1
- Language: English
- Level: Advanced professional studies, master's degree
- Type: Elective

Learning outcomes

After completion of the course, the student:

- has the ability to identify and analyse new business opportunities and solve the most common types strategic management problem situations in different kinds of operating and organisational environments
- has the ability to analyse the strategic behaviour of different kinds of organisations
- has the ability to take command of strategic development and implementation processes in his/her own unit, in such a way that they support the organisation's overall strategy.

Course description

Course contents

- Strategic behaviour
- Strategy choice and formulation
- Strategy implementation
- Strategic management problem situations

Prerequisites

None

Course materials

To be notified

Advisors

To be notified

Teaching and learning methods

To be notified

Assessment

To be notified

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