

# **DP in International Business Management (Masters Degree)**

## **Business Practices in a Dynamic Environment, Case: Silicon Valley, USA**

Code: MGT8LG097

Extent: 5 ECTS (135 h)

Timing: 3rd - 5th semester

Language: English

Level: Elective

Type: Free choice studies

### **Learning outcomes**

Upon successful completion of the course, the students

- have experienced the entrepreneurial spirit of the companies located in the Silicon Valley
- have deepened their leadership and ethical business practices

### **Course content**

One or more of the following sections:

- Competitive advantage of Silicon Valley
- Communication practices in a multi-cultural and dynamic business environment
- American leadership practices
- Ethical business practices

### **Cooperation with the business community**

The course is arranged in co-operation with Jyväskylä University of Applied Sciences JAMK.

### **Recognition of prior learning (RPL)**

Not applicable.

### **Teaching and learning methods**

Contact lessons

A study trip to the Silicon Valley

### **Teacher responsible**

Risto Korkia-aho, JAMK

## **Course materials**

Materials appointed or provided by the teacher.

## **Assessment criteria**

Study tour report (learning diary)

Presentation of experiences

# 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 in social interactions in communities
- what enables organisational learning
- the need to run a professional dialogue.

## Course contents

- Various aspects of Communities of Practice (CoPs)
- CoPs as a learning organization
- Cultivating cooperation
- Knowledge sharing
- Intellectual capital
- The role and importance of trust in CoPs

## Teaching and learning methods

Independent studies 81 h  
Book exam: three assignments

## Recognition of prior learning (RPL)

Not applicable.

## Teacher responsible

Maria Jakubik, 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 appointed by the teacher

### **Assessment criteria**

Book exam 100%:

Understanding of main concepts

Clarity of the text

Deepness of reflections

Format of essays

Application and real-life examples

Ability to synthesise various theoretical approaches

Correctness of text references and bibliography

# Cultural and Economic Geography

Code: MGT8LG099

Extent: 5 ECTS (135 h)

Timing: Semesters 3 - 5

Level: Professional studies

Type: Elective

## Learning outcomes

Upon successful completion of the course, the student will

- understand the economy as a system inextricably linked to geography, society, politics and culture
- critically rethink and assess our understanding of the economy and how it functions
- demonstrate understanding of the topics and learn through discussion from a variety of cultural perspectives
- explore our own environment and background in order to apply the theories and concepts herein

## Course contents

The course will familiarize the participant with the idea that the economy, as we experience it in everyday life, is innately geographical. There is no economy "out there", floating in the atmosphere, detached from the lived reality. Instead, the economy is to be seen as a set of grounded, real world processes, as a set of complex social relations that vary enormously across, and because of, geographical space. A geographical approach to the economy contextualizes economic processes by situating it with geographical space. A geographical approach to the economy contextualizes economic processes by situating it with geographical space. A geographical approach to the economy contextualizes economic processes by situating it with geographical space. However the theories, concepts and case studies are meant to serve as bases for discussion, which is central feature of this course, in order to bring the topics to life and to understand their applications in our own life experiences and geographical locations.

- A Geographical Approach to the Economy
- Commodity Chains: Where Does Your Breakfast Come From?
- The Transnational Corporation: How Does the Global Firm Keep It All Together?
- Labor Power: Can Workers shape Economic Geographies?
- Consumption: Is the Customer Always Right?
- Culture and the Firm: Do Countries and Companies Have Economic Cultures?
- Gendered Economic Geographies: Does Gender Shape Economic Lives?
- Ethnic Economics: Do Cultures Have Economies?

## International dimension

The subject is inevitably international in content and scope, including course participants.

## **Teaching and learning methods**

Contact hours

Presentations with topic-specific case studies

Independent studying: weekly reading summaries

## **Teacher responsible**

Kevin Gore, Pasila

## **Course materials**

Coe, N., Kelly, P. & Yeung, H. 2007. Economic Geography. Oxford: Blackwell Publishing.

Reading material provided by the instructor

## **Assessment criteria**

Attendance 15%

Course project (PowerPoint, Case Study, Discussion) 50%

Reading summaries 35%

# International Business Management Simulations

Code: MGT8LG098

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

Virtual group assignments 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. Pearson Education Ltd.

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.



# 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%

# International Corporate Strategy

Code: MGT8LG096

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
- are able to demonstrate knowledge of different concepts about international strategy
- 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
- develop their skills to solve real international business problems through case studies and experiential learning activities
- 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:

- Reminder of key strategic management concepts: strategy, strategy process, components and levels of strategy, business environment, resources and capabilities, SWOT/TOWS analysis, competitive strategies
- Skills of 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, written exam) 24 h

Independent studies (reading, home assignments, exam preparation) 111 h

## **Recognition of prior learning (RPL)**

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

## **Teacher 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. 8th Edition. (selected chapters). Prentice Hall – Financial Times.

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

## **Assessment criteria**

Active in-class participation 20 %

Individual case report 20 %

Individual (critical & reflective) lecture summary handouts 20 %

Team project 20 %

Written exam 20 %

All parts need to be passed.

# International Marketing

Code: MGT8LG091

Extent: 5 ECTS (135 h)

Timing: 2nd - 5th semester

Language: English

Type: Free choice studies

Level: Elective

## Learning outcomes

Upon successful 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

# 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%



# Internationalization of the Firm

Code: MGT8LG094

Extent: 5 ECTS (135 h)

Timing: 2nd – 5th semester

Language: English

Level: Elective

Type: Free choice studies

## Learning outcomes

The objective of the course is to introduce students to the main theories of firm internationalization and globalization. Special emphasis is given to explaining the progression of theories, the contextual variables shaping their development, and their managerial implications. Students are expected to demonstrate an ability to critically evaluate the theories and to apply them to analysis of firm cases.

## Course contents

- Concept of International Business and theory
- Vernon and the product life cycle
- Foreign direct investment and Internationalization
  - FDI flows and changes in the global economy
  - OLI paradigm to explain foreign direct investments
  - Foreign direct investment as an internationalization mode
- Stages of Internationalization & Operation Modes
  - The stages model of internationalization
  - Micro and macro level (centripetal and centrifugal) factors
  - Foreign operation modes (Franchising, Licensing, Management contracts, International subcontracting, Project Operations, Exporting)
- Globalization and firm internationalization processes
  - Born global theory as a way to explain recent firm internationalization behavior
  - Global vs. international vs. local strategy
- Business Networks and Internationalization
  - What are strategic alliances?
  - Alliance and network management
  - Network perspective to internationalization
- Management of global operations and managing the multinational: an overview of the evolution of strategic management thinking

## Cooperation with the business community

The course is arranged in cooperation with Aalto University School of Economics

## Teaching and learning methods

Contact lessons

Cases

Learning diary

Distance assignment and presentations

## Recognition of prior learning (RPL)

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

## Teachers responsible

Irina Jormanainen, Aalto University School of Economics

## Course material

Barney, J. B. 1991. Firm resources and sustained competitive advantage. *Journal of Management*. pp. 17, 99–120.

Benito, G., Larimo, J., Narula, R. & Pedersen, T. 2002. Multinational Enterprises from Small Economies. *International Studies of Management and Organization*. 32(1): 57-78.

Buckey, PJ. & Gharui, PN (Eds.) The Internationalization of the Firm. p. 303-321.

Dicken, P. 2007. Global Shift, Mapping the Contours of the World Economy, Chapters 1-2

Dunning, J. 1988. Trade, Location of Economic Activity and the Multinational Enterprise: A Search for an Eclectic Approach in J.H Dunning Explaining International Production. London. Unwin Hyman, p. 13-40.

Doz, Y. and Kosonen, M. 2008. The Dynamics of Strategic Agility: Nokia's Rollercoaster Experience, *California Management Review*. 50(3), p. 95-118

Johanson, J. & Mattsson, L.-G. 1988. Internationalization in industrial systems: a network approach.

Johanson, J. & Vahlne, J-E. 1977. The Internationalization Process of the Firm – A Model of Knowledge Development and Increasing Foreign Market Commitments. *Journal of International Business Studies*. 8(1): 23-32.

Oviatt, B. & McDougall, P. 2005. Toward a Theory of International New Ventures, *Journal of International Business Studies*. 36, p. 29-41.

Porter, M.E. 2008. The Five Competitive Forces that Shape Strategy. *Harvard Business Review*. 86 (1), p.78-93.

Vernon, R. 1966. International Investment and International Trade in the Product Cycle. *The Quarterly Journal of Economics*. 80 (2): 190-207.

Yip, G. 2003. Total Global Strategy. Chapters 1-2

## Assessment criteria

Firm Internationalization assignment 35%

Cases 30%

Learning diary 35%

# Knowledge Management

Code: MGT8LG093

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)**

Not applicable.

### **Teacher(s) responsible**

Maria Jakubik, Pasila

### **Course materials**

Dalkir, K. 2011. Knowledge Management in Theory and Practice. 2nd edition. The MIT Press. Cambridge, Massachusetts.

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

# Managing Integrated Communication Processes

Code: MGT8LG092

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](http://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.)

# Mergers and Acquisitions

Code: MGT8LG101

Extent: 5 ECTS (135 h)

Timing: Semester 3

Language: English

Level: Professional studies

Type: Elective

## Prerequisites

The student has successfully completed the IBMA core studies.

## Learning outcomes

The goal of the course is to enhance the students' understanding about the underlying logic behind the firms' engagement in international operations through international strategic alliances (ISAs) and mergers and acquisitions (M&As). Another goal is to provide students with the tools for an assessment of the benefits and drawbacks associated with the establishment of ISAs and M&As. Furthermore, the important objective of the course is to articulate the critical managerial issues which are needed to be carefully addressed at the formation and evolution stages of ISA and M&As.

Upon successful completion of the workshop, the students will learn about

- the main theoretical perspectives explaining the formation of ISAs and M&As
- the main types of ISAs and M&As
- the major phases of formation and evolution of ISA and M&A
- the most critical aspects in the management of ISAs and M&As
- how the performance outcomes of ISAs and M&As can be comprehensively evaluated
- advantages and disadvantages of ISAs and M&As as a mode for foreign market entry by firms from developed and emerging economies
- the impact of cultural factors on the implementation of ISAs and M&As

## Course contents

- Introduction: ISAs and M&As: core concepts, theoretical approaches and empirical evidence in a global business
- International dimension of SAs and M&As: foreign market entry and expansion to developed and emerging economies
- ISAs: cooperation vs. competition paradox
- Assessment of performance implications of ISA
- M&As: phases and critical management issues
- Performance implications of M&As: perspective of a acquirer and acquired companies
- HR issues in M&As integration phase
- Comparative analysis of knowledge-, technology- and other types of M&As
- Hostile vs. friendly M&As
- Cross-border M&A: a cultural perspective

### **Cooperation with the business community**

Guest lecturers, case analysis

### **Teaching and learning methods**

Contact sessions and exam 32 h

Independent studies 103 h

Case analysis and group discussions, critical essay writing

### **Recognition of prior learning (RPL)**

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

### **Teacher responsible**

Irina Jormanainen (irma.jormanainen(at)aalto.fi)

### **Course materials**

The course material is comprised of compulsory text books and journal articles and additional reading material distributed during the course.

TBA

### **Assessment criteria**

Class participation 50%

Assignments 20 %

Exam 30%



# 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 selected ICT-tools and techniques available for managing projects. The objectives are that the students learn how to utilize project management ICT-tools and techniques, and how they 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
- Utilitation of project management ICT-tools and techniques in creation of typical 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%

# 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
- HAAGA-HELIA thesis writing guidelines
- 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 main goal of the course is to introduce research philosophies (ontology and epistemology), qualitative research methods and two research strategies 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 two research strategies such as action research (AR) and case study research (CSR). 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. Therefore, this research strategy could be selected and applied by students in their master's thesis. Case study research, on the other hand is often used to explain or describe complex issues in real life setting such as in organizations and in geographical areas such as international business and tourism destinations and municipalities.

## 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
- Case study research (CSR) as a research strategy
- Possibilities and limitations of CSR
- Doing CSR
- Different case study methods and data collection
- 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 36 h

Working on group assignments 57 h

Group assignment presentations 5 h

Independent studies and working on individual assignments 35 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

### 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.

Saldana, J. 2009. The Coding Manual for Qualitative Researchers. Sage Publications Ltd. London.

Saunders, M. & Lewis, M. & Thornhill, A. 2009. Research Methods for Business Studies. 5th edition. First published 1997. FT Prentice Hall.

Yin, R. 2002. Case Study Research: Design and Methods. Newbury Park, CA. Sage. Chapters 1-5.

Recommended readings listed on Moodle.

Other selected articles provided by the teachers.

### **Assessment criteria**

Attendance 15%

Exam (individual) 40%

AI report (group) 30%

AI presentation (group) 15%

Self reflective paper - Passed/Failed

All parts need to be passed. There will be no extra assignments given to compensate absences.

# Quantitative Research in International Business

Code: MGT2LG015

Extent: 5 ECTS (135 h)

Timing: 1st semester

Language: English

Level: Core studies

Type: Compulsory

## Learning objectives

The course introduces efficient quantitative research techniques employed in international business. Emphasis is on design, analysis and interpretation of results. After successful completion of the course, the student has learned

- quantitative research process
- how to elaborate an effective questionnaire so that it is in line with the objectives and the theoretical framework, and so that the analyses are easily executable
- how to implement the data collection
- how to analyse the data, interpret the results and prepare the report
- how to take into account the restrictions and limitations
- statistical inference
- how to appraise the validity and reliability of the research

## Course contents

- Formulating research objectives with research questions
- Research design
- Questionnaire design
- Data collection methods
- Analysing data with a computer software and interpreting findings
- Descriptive, comparing and inferential analyses
- Reporting and presenting research findings
- Validity and reliability of research

## Teaching and learning methods

Contact lessons

Assignments

Independent studies

## Course materials

Recommended readings will be informed.

Burns, A.C & Bush, F.B. 2010. Marketing research. 6th ed. Pearson Education.

Ghauri, P. & Gronhaug, K. 2010. Research methods in business studies. 4th ed., Prentice Hall.

Other materials and handouts listed by the lecturer.

### **Teacher responsible**

Pirjo Saaranen

### **Assessment criteria**

Inquiry on participants' skills – passed/failed

Pre-assignment 10%

Attendance 10%

Assignments 40%

Exam 40%

All parts need to be passed.

# Riding the Waves of Change

Code: MGT8LG100

Extent: 5 ECTS (135 h)

Language: English

Level: Free choice studies

Type: Elective

## Learning Outcomes

Upon successful completion of the course, the students will

- understand the many challenges and complexities of change,
- know different ways how change can be approached and managed,
- be prepared to manage change more successfully

## Course Contents

The goal of the course is to provide participants with a variety of approaches to change that will be helpful in making sense of change management and to manage change better in the future. It will help to improve participants own performance and that of their own organization.

The course covers the following topics:

- Types of change
- Setting a formula for change
- Mobilizing and motivating for change
- Organization and implementation of change
- Managing people through transition
- Leadership tasks, roles and styles
- Embedding change

## Teaching and Learning Methods

Students will work both in teams and individually on assignments. The course will be highly interactive and it will rely on each and every participant's input and contribution. We will together make this one a lively, insightful and rewarding collective learning experience, during which we will share practical experience and knowledge, lead a challenging and constructive dialogue as well as draw upon the variety of suggested readings by the instructor and/or course participants.

The first session will be devoted to planning and organizing the course together with the participants. We will start by mapping the needs of understanding change and the learning expectations by the participants. During this session contents and topics for the course will be finalized, individual and group work will be assigned and the procedures for working methodology during the sessions will be agreed upon. Each session will end by jointly summarizing lessons learned and insights gained.



Contact hours 32 h  
Group assignments 50 h  
Independent studies 50 h  
Exam 3 h

### **Teacher responsible**

Leena Masalin

### **Course materials**

#### *Compulsory readings*

Green, M. 2007. Change management masterclass. Kogan Page.

Senge, P. (Ed.). 1999. The Dance of change. Nicholas Brealy Publishing.

Senior, B. & Fleming, J. 2006. Organizational change. FT Prentice Hall.

#### *Recommended readings*

Juuti, P. 2005. Toivon johtaminen. Otava.

Juuti, P. & Virtanen, P. 2009. Organisaatiomuutos. Otava.

Kotter, J. 1996. Leading change. Harwad Business School Press.

Mattila, P. 2007. Johdettu muutos: avaimet organisaation hallittuun uudistumiseen. Talentum.

Mills, J. H. 2003. Making sense of organizational change. Routledge.

Passmore, L. & Cantore. 2008. Appreciative inquiry for change management. Kogan Page.

Shaw, P. 2002. Changing conversations in organizations. Routledge.

Valpola, A. 2004. Organisaatiot yhteen – muutosjohtamisen käytännön keinot. WSOY.

Valpola, Kvist, Heimonen, Niutanen, Lillkåll, Masalin & Kalin. 2010. Strategia toimeksi – muutosvoimana ihmiset. Omakustanne.

Other selected articles as handouts by the tutor

### **Assessment criteria**

Individual assignments 40 %  
Group work assignment 40 %  
Exam or Final paper 20 %

All parts need to be passed.

# Thesis Work

Code: MGT7LG040

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 Moodle and on Students' MyNet)

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

### **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 Moodle and on Students' MyNet)

# Tools for Managing the Future

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

## 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 responsible

Anita Lehtinen-Toivola

## 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%

# 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

- learn about the Student's Office services
- understand the structure of the IBMA Programme
- be familiar with the learning approach
- learn about the content of the first academic year
- be aware of the orientation chart (the big picture) of the first courses
- learn about the Moodle system
- know their groups for course exercises and assignments.

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.

## Course contents

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 Moodle as 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)

Not applicable.

## **Teacher(s) responsible**

Maria Jakubik, Pasila

## **Course materials**

Exercises provided by the tutor  
Lecture material on Moodle  
HAAGA-HELIA Pasila Campus Guide  
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 Moodle

# 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)

# 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

## Teacher responsible

Maria Jakubik, Pasila

## Course materials

HAAGA-HELIA thesis instructions

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)

# 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
- discuss and get approval for their PSPs

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)

Not applicable.

## Teacher responsible

Maria Jakubik, Pasila

## Course materials

Course materials on Moodle

## 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 Study Plan with attachments of summary of already taken elective studies (or courses for credit transfer)
- Attending PSP consultation

# 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 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 Moodle discussions.
- learn about elective courses taken by others.
- update their PSPs.

## Course contents

The workshop facilitates sharing between students about their elective studies, and about the current state of their theses. 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, Moodle discussions, and reflections. There will be individual presentations of the Second Progress Report of the thesis, and reflections on elective courses. The personal study plans (PSPs) will be updated.

## Teaching and learning methods

Contact hours (presentations, discussions) 16 h

Independent studies 38 h

## Recognition of prior learning (RPL)

Not applicable.

## Teacher responsible

Maria Jakubik, Pasila

## Course materials

HAAGA-HELIA thesis instructions

IBMA Thesis Guide

Swales, M. J. & 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:

- Full attendance
- Thesis progress report 2 and its presentation
- Updated PSP
- Reflections on elective courses (attachment of PSP)
- Moodle discussion board sharing

# 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 current international business topics
- learn about HAAGA-HELIA's thesis writing instructions
- reflect on their personal studies.

## Course contents

The goals of the workshop are to learn together about increasingly important topics in business and to reflect on elective studies, to submit thesis progress reports and updated PSPs (personal study plans).

The workshop will focus on guest lecturers' presentation, group works, and reflections on studies. These could be case assignments to be accomplished before the workshop.

## Teaching and learning methods

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

Independent studies 46 h

## Recognition of prior learning (RPL)

Not applicable.

## Teacher(s) responsible

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

## Course materials

Cases provided by the teacher before the workshop

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
- Reflections on each elective studies taken by now attached to the updated PSP
- Thesis Progress Report 3
- Case analysis (according to the guest lecturer)

# Workshops 7, 8 and 9

Code: MGT8LG047, MGT8LG048 and MGT8LG049

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 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'.