Business Relationships and Networks

Code: YMA8RQ001
Extent: 5 ECTS (135 h)
Timing: Semester 2-3
Language: English
Level: Advanced professional studies (master's degree)
Type: Free-choice

Learning outcomes

Upon successful completion of the course, the student knows

- how to analyse the business environment as networks
- how to build and manage business relationships
- how to develop and manage strategic nets
- how to operate in business networks

The course provides an introduction to the network view of business markets. Issues like how to analyse the networks, how to co-operate with companies, non-profit organisations, and institutions, how to develop a strategic net, how to manage the net, how to operate in the complex business networks will be dealt with. More specific issues are raised with case studies to allow the student to analyse the behaviour of the companies in the nets and networks.

Course contents

- business environment as networks
- business relationships
- strategic nets
- management of strategic nets

Teaching and learning methods

To be announced

Responsible teachers

To be announced

Learning materials

To be announced

Assessment criteria

To be announced

Change Leadership

Code: YMA4RQ033
Extent: 5 ECTS (135 h)
Semester: 1
Language: English
Level: Professional studies (Master's degree)
Type: Compulsory

Starting level and linkage with other courses

The course is a part of the DPT module Travel Demand Management

Learning outcomes

Upon successful completion of the course, the students will be able to:

- adopt the proactive and responsible attitude to changes and anticipate predictable problems
- understand the dynamics of constant changes and the behaviour of individuals in a change process
- identify own operations model and qualifications in change situations
- act as a leader in the change projects and development projects of an organisation
- can communicate in change situations.

The responsible leadership requires the ability to respect individual concerns as well as the ability communicate and to build and develop commitment to changes that are implemented.

Course contents

The theme which will carry the study module is attitudes and behaviour of the people and organisations in constant changes.

- examination of changes: proactive, constant changes and forecasting changes (e.g. weak signals) and the phases of change processes
- responsible leadership approach to change processes
- change communication strategy
- engaging people in change processes (e.g. attitudes, commitment , resistance)
- identify different roles in change situations
- change leadership competency and leader's own role (individual profile -test)

Cooperation with the business community

The expediency of the need for change and the understanding of it are preconditions for the development of individuals and of work communities. The emphasis is on real-life examples from big companies with a view to company mobility management.

Teaching and learning methods

The study module is carried out as international virtual teamwork which supplements intensive beginning seminar, video conferences and company contacts.

In the web course the students must be very active and self-oriented. The students work in international teams. Teachers´ role is to encourage and support the learning process. Blackboard will be used as the learning platform.

Teachers responsible

To be announced.

Course materials

Darwin, J., Johnson, P. & McAuley, J. 2002. Developing Strategies for Change.

Thornhill, A., Lewis, P., Millmore, M. & Saunders, M. 2000. Managing Change. A Human Resource Strategy Approach.

The examination and exercises will be based on the material handed out during the course and the course literature.

Assessment criteria

Course assessment is mainly based on student's contribution.

Virtual team work performance (weekly learning assignments) 30%
Participation in the discussion 30%
Final exam (web-based) 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.
- 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
Eva Holmberg, Porvoo

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.

Responsibility in One´s Own Working Environment

Code: YMA2RQ012
Extent: 5 ECTS (135 h)
Semester: 2
Language: English
Level: Advanced professional studies (master's degree)
Type: Compulsory

Starting level and linkage with other courses

The course is a part of the module Responsible Leadership. The student has completed successfully the course Responsible Business Operations.

Learning outcomes

Upon successful completion of the course, the students

- have developed their skills in the use and application of investigative and systemic approaches to work
- have 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.

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.

Course contents

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

Teaching and learning methods

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

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.

Course materials

Course literature is addressed in separate workshops.

Teachers responsible

To be notified

Assessment criteria

To be notified

Responsible Business Operations

Code: YMA2RQ011
Extent: 5 ECTS
Semester: 2
Language: English
Level: Advanced professional studies (master's degree)
Type: Compulsory

Starting level and linkage with other courses

The course is a part of the module Responsible Leadership

Learning outcomes

Upon successfull completion of the course, the students

- acquire relevant conceptual tools for the analysis of responsibility
- acquire the skills with which to analyse responsibility in a corporate setting
- have 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 contents

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

Cooperation with business community

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.

Teaching and learning methods

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.

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.

Teachers responsible

To be notified

Course materials

To be notified

Assessment criteria

To be notified

SAP as a Management Tool

Code: YMA8RQ002
Extent: 5 ECTS (135 h)
Timing: Semester 2-3
Language: English
Level: Advanced professional studies (master's degree)
Type: Free-choice

Learning outcomes

Upon successful completion of the course, the student

- understands the challenges of integrated business and IT
- understands the role of ERP in company processes
- gets familiar with the concept of ERP
- gets familiar with the IT-tools for ERP

To manage business operations requires good understanding of business activities and IT functions. In enterprise resource planning (ERP) the aim is to increase the efficiency of different processes and competitiveness, as well as to improve management and internal control by utilising IT-tools like SAP.

Course contents

- Management of business operations
- ERP
- Vendors providing It-tools for ERP
- SAP and SAP R/3
- Examples of companies using SAP
- Assignments utilising SAP R/3

Teaching and learning methods

To be announced

Teachers responsible

To be notified

Course materials

To be notified

Assessment criteria

To be notified

Strategic Behaviour

Code: YMA4RQ032
Extent: 5 ECTS (135 h)
Timing: Semester 1
Language: English
Level: Advanced professional studies (master's degree)
Type: Compulsory

Starting level and linkage with other courses

The course is a part of the DPT module Travel Demand Management.

Learning outcomes

Upon successful 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 contents

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

Teaching and learning methods

To be notified

Responsible teachers

To be notified

Course materials

To be notified

Assessment criteria

To be notified

The Self as an Agent of Responsibility

Code: YMA2RQ013
Extent: 5 ECTS (135 h)
Timing: Semesters 2-3
Language: English
Level: Advanced professional studies (master's degree)
Type: Compulsory

Starting level and linkage with other courses

The course is part of the DPT module Responsible Leadership. The student has successfully completed the course Responsible Business Operations.

Learning outcomes

The course develops the student's professional identity, as well as reaction, information technology and coping skills in different workplace situations. The overall aim is to build the students' self-awareness of their leadership practices.

Upon successful completion of the course, the students

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

Course contents

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

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

Course materials

To be announced.

Responsible teachers

To be announced

Teaching and learning methods

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 analyses 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.

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.

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

Orientation lectures 6 - 12 h
Group work (14 – 20 meetings) 45 - 60 h
Independent studies and assignments, e.g. learning diary or course report

Assessment criteria

To be notified

Thesis module

Code: YMA7RQ001
Extent: 30 ECTS (810 h)
Timing: Semesters 1-5
Language: English
Level: Thesis (master's degree)
Type: Thesis

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.

Learning outcomes

The main 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.

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.

Course 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 ofwhich the topic is approved. The topic should have relevance to their place of employment, the business environment, or involver 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 must 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.

Teaching and learning methods

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.

Teachers responsible

Teemu Moilanen
Katri Ojasalo
Jarmo Ritalahti

Assessment criteria

To be announced

Tools for Managing the Future

Code: YMA2RQ023
Extent: 3 ECTS (81 h) for IBMA and 5 ECTS for DPT students
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%

Travel Demand Management

Code: YMA4RQ031
Extent: 10 ECTS (270 h)
Timing: Semester 3
Language: English
Level: Advanced professional studies (master's degree)
Type: Compulsory

Learning outcomes

The student understands the Travel Demand Management as a societal phenomenon and its meaning to an individual company. He/she is able to place this activity in the decision making process of a company. The student knows the Travel Demand Management related processes and is able to assess and manage them.

Course contents

The course is divided to two parts. The first part is a more theoretical introduction to the phenomenon Travel Demand Management in the social framework and the ideologies behind it. The second part focuses on an individual company and its purchasing and selling processes when it implements policies and practices of the Travel Demand Management. The emphasis of the second part is in the economic sustainability.

- Sustainability behind Travel Demand Management
- Travel Demand Management as phenomenon (concepts, actors, networks, interpretations)
- Travel Demand Management in company's decision making process
- Travelling related processes in Travel Demand Management
- Sustainable purchasing and selling processes

Cooperation with the business community

Key lecturer from the industry and business cases.

Teaching and learning methods

Key and core lectures, assignments and seminars. Portfolio.

Responsible teacher

Jarmo Ritalahti

Course materials

Axelsson & Wynstra. 2002. Buying Business Services

Gross. 2005. Mobilitätsmanagement im Tourismus

Victoria Transport Policy Institute. Online TDM Encyclopedia

Assessment criteria

Seminar presentation 20%
Portfolio 80%

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.

Ghauri & 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.