

Johtamisen akateeminen yksikkö
Master´s Programme in Strategic Business
Development
Opinto-opas
2019-2020

Master's Programme in Strategic Business Development

(previously Master's Programme in Strategic Management)

New name of the programme came to effect as of 1.8.2015 and is applied to all the students in the programme.

Master's Program in Strategic Business Development provides students with knowledge related to the management of strategic processes and business development. We offer courses related to strategic analysis, strategic choice, strategy implementation and business development. The programme offers research-based education and practical applications in strategic business development. Graduates of the programme will possess the skills required at middle and upper management level in many businesses.

Students who have Management and Organization as their main subject are able to choose Strategic Business Development as their orientation. The aim of the studies in Strategic Business Development is to create know-how that is related to the management of business operations in their totality. The studies also foster performance based thinking and enhance skills in developing and implementing according to strategy. The studies strengthen the students' know-how about different strategic alternatives as well as the analysis of these alternatives. Moreover the studies provide the students with key skills related to the implementation of different strategic choices.

As the Master's Studies in Strategic Business Development offer a holistic view of the strategic operations of a company, they are beneficial no matter what position and work tasks the student is aiming at. The studies provide a valuable base for working in different positions related to development and management. Examples of positions suitable for students in Strategic Business Development are: business development director, controller, project manager, entrepreneur, managing director and business consultant. The studies offer a possibility of receiving in-depth business knowledge that is needed both in service- and manufacturing industries.

Master's Programme in Strategic Business Development

Compulsory Core Studies	50 ECTS
JOHT3060 Sustainability and Business Ethics	2 ECTS
JOHT3049 Managing Business Networks	7 ECTS
JOHT3054 Research Update in Strategic Management	7 ECTS
JOHT3056 Strategy Work	7 ECTS
JOHT3062 Service Business Development	5 ECTS
JOHT3042 Business Development in Practice	7 ECTS
JOHT3019 Project Management	5 ECTS
JOHT3061 Developing Business Models	5 ECTS
JOHT3003 International Strategic Management	5 ECTS
Language & General Studies	10 ECTS
KENG9212 Writing Academic English	5 ECTS
KSUO5111 Finnish for Foreigners I or Foreign language studies (for Finnish students)	5 ECTS
Searching for Scientific Information I (excluding UVA bachelors)	1 ECTS
Searching for Scientific Information II (excluding UVA bachelors)	1 ECTS
Master's Research	38 ECTS
JOHT3055 Research Methodologies	8 ECTS
JOHT3980 Master's Thesis	30 ECTS
<i>JOHT3981 Research proposal & theoretic framework</i>	<i>10 ECTS</i>
<i>JOHT3982 Methodology section & preliminary empirical results</i>	<i>10 ECTS</i>
<i>JOHT3983 Complete master's thesis</i>	<i>10 ECTS</i>
Optional Studies, min.	22 ECTS
TUTA3230 Product and Service Design in Practice	5 ECTS
JOHT3002 Cross-Cultural Management	5 ECTS
MARK2013 International Business Operation Modes	5 ECTS
JOHT3079 Diversity Management	5 ECTS
TUTA3210 New Knowledge Creation in Product Development	5 ECTS
JOHT3057 Key and Emerging Themes in Management Studies	7 ECTS
LASK3058 Management Accounting in Practice	8 ECTS
ISAN3050 Service Design	5 ECTS
TOIK3052 International Taxation	6 ECTS
JOHT3051 Internship	7 ECTS
JOHT3078 Internship on Research related to Master's studies in SBD	5 ECTS
Total	120 ECTS

Strategic Business Development Programme Schedule 2019-2020

Year 1	Autumn Semester		Spring Semester	
	Period 1	Period 2	Period 3	Period 4
Compulsory Courses (53 ECTS)	-Sustainability and Business Ethics (2 ECTS)	-Managing Business Networks (7 ECTS) - International Strategic Management (5 ECTS)	- Strategy Work (7 ECTS)	-Service Business Development (5ECTS)
				-Developing Business Models (5 ECTS)
	-Research Update in Strategic Management (7 ECTS) - Writing Academic English (5 ECTS) -Searching for Scientific Information 1 (1 ECTS) -Finnish for Foreigners I/Foreign Language Studies (5 ECTS)		-Research Methodologies (8 ECTS) -Searching for Scientific Information 2 (1 ECTS)	
Year 2	Autumn Semester		Spring Semester	
	Period 1	Period 2	Period 3	Period 4
Compulsory Courses (45 ECTS)	-Project Management (5 ECTS)			
		- Business Development in Practice (7 ECTS)		
	Master's Thesis (30 ECTS)			
	Autumn Semester		Spring Semester	
	Period 1	Period 2	Period 3	Period 4
Optional Courses (Select at least 22 ECTS)	- Product and Service Design in Practice (5 ECTS)			
		-Cross-Cultural Management (5 ECTS) -International Business Operation Modes (5 ECTS)	- New Knowledge Creation in Product Development (5 ECTS) -Management Accounting in Practice (8 ECTS) - Service design (5 ECTS)	-Key and Emerging Themes in Management Studies (5 ECTS) - Diversity Management (5 ECTS) - International Taxation (6 ECTS)
	Internship (7 ECTS) & Internship on Research (for 2nd year students) 5 ECTS			

		Courses										
Skills	Key Skills	Strategic Business Development	Strategy Work	Research Update in Strategic Management	Developing Business Models	Sustainability and Business Ethics	Managing Business Networks	Business Development in Practice	Service Business Development	Project Management	International Strategic Management	Research Methodologies
Communication and team working skills in an international environment	Oral skills	Students are able to express themselves orally in working life situations of their own field both in mother tongue and a foreign language. Students also possess sufficient abilities for giving presentations in public.			x	x	x	x	x			x
	Written skills	Students are able to express themselves in written form in working life situations of their own field both in their mother tongue and a foreign language.	x	x		x			x	x		
	Interpersonal skills	Students are able to work with different people and understand the principles behind working effectively in teams and are able to function as responsible members of a team.			x	x		x	x	x		
	IT skills	Students are able to utilize IT in tasks related to their own field. Student has an ability /readiness to use digital tools	x									x
Analytical and problem-solving skills	Critical and analytical thinking	Students are able to evaluate and analyze issues from different perspectives. Using reason they can challenge arguments and compare different alternatives.	x	x	x		x	x		x	x	x
	Problem-solving and decision-making skills	Students are able to solve problems concerning economic, business and managerial issues; they are capable of creative thinking and know how to make responsible (ethical) decisions.	x		x	x		x	x		x	

Course descriptions for Strategic Business Development

Core compulsory courses

Business Development in Practice

(formerly Case studies in strategic management)

Code: JOHT3042

Credit Units: 7 ECTS

Time: Autumn, Period 2

Course Language: English

Content: In this course students will read, prepare, present, and discuss real-world business cases from various fields of strategic management and business development. Topics of the interactive case workshops include themes such as strategic choices and their consequences, digitization, platform business development, organizational capabilities, and business models both in established organizations and start-ups. The course offers the opportunity to learn from authentic business cases, engage in discussions and attempt to solve realistic business dilemmas in both Finnish as well as in international settings. Participation of local companies is an essential part of the course.

Learning Outcomes: The overall aim of the course is to practice holistic application of strategic thinking in practical business cases, thus providing a challenging environment to apply theoretical knowledge in “real-world” business settings. By the end of this course students should be able to 1) understand and identify some of the key challenges managers possibly face when planning and implementing strategic issues in business development, 2) obtain experience in making strategic analysis and choices of real-world situations in companies, 3) gather information from different sources, and apply it to support analytical strategic thinking and decision making, and 4) provide meaningful, analytical, and well-grounded solutions for strategic business development issues.

The course will also support the development of students’ key skills in the areas of business opportunity recognition, planning and implementation support, analytical and critical thinking, decision making and problem solving, and oral communication and interpersonal skills.

Teaching: Case workshops and group assignments, participant-centered learning, case method, individual assignments.

Assessment: Student groups are required to independently solve the real-world managerial problems provided by the case companies. The results are presented to company representatives in case workshops. Grading will be based upon these presentations as well as individual contribution and assignments.

Literature: Case materials and articles provided by the teacher.

Prerequisites: Strategy Work (JOHT3043).

Rating: 1-5 / fail

Contact Person: Tuomas Huikkola

Right to Participate: This course is only open to second-year students registered on the Master’s Programme in Strategic Business Development.

Additional Information: -

Developing Business Models

Code: JOHT3061

Credit Units: 5 ECTS

Time: Spring, Period 4

Course Language: English

Content: The course draws on the analysis of diverse business models through the application of several existing theoretical frameworks and analytical tools. From such theoretical bases, students will learn how companies generate and transform their business models while understanding how these models operate in diverse industries. This course is practical by its nature. Therefore, during the course, the students will apply the existing frameworks in the analysis of particular firm business model cases.

Learning Outcomes: As a basis for strategic decisions, students will be able to apply existing frameworks and tools in diverse industries while considering the existing theoretical and empirical evidence on Business Models. By the end of the course, students will be able to understand not only the main building blocks of a business model and how they are linked but also the most used business model configurations in diverse contexts. In particular, students will be able to:

- Understand and describe the core building blocks of a business model while identifying how these components interact and can be combined to create diverse configurations.
- Utilize the course frameworks, tools, and techniques to design, analyze, evaluate and transform (innovate) business models for different businesses in different industries.

The course will also support the development of students' key skills in the areas of business opportunity recognition and business planning, analytical and critical thinking, and oral communication and interpersonal skills.

Teaching: The course includes in-class seminars that introduce the processes of business model generation, mapping and transformation (innovation). After analyzing different examples (cases) from diverse industries, students will apply these tools in groups when analyzing existing business model patterns and preselected case companies, which are then discussed during the workshops. Moodle is used when interacting with the teacher. Participation and discussion in this seminar are evaluated at the individual level.

Assessment: Individual and group assignments and presentations.

Literature: Selected book chapters and articles provided by the teacher.

Prerequisites: The students are expected to be familiar with key strategic management concepts before starting the course.

Rating: 1-5 / fail.

Contact Person: Rodrigo Rabetino

Right to Participate: This course is open to students registered on the Master's Programme in Strategic Business Development and for a maximum of five students registered on the Master's Degree Programme in International Business. These students will be selected based on the registration order.

Additional Information:

International Strategic Management

Code: JOHT3003

Credit Units: 5 ECTS

Time: Autumn, Period 2.

Course Language: English

Content: Students are introduced to major strategy-making models and their application, competitive dynamics and tools for its analysis, basic concepts of corporate finance and managerial accounting, foundations of strategic decision-making, challenges in strategy implementation in MNCs, as well as short business cases for corporate social responsibility and sustainability. Most of the course content is applied practically in the online business simulation *Global Challenge*.

Learning Outcomes: By the end of this course, students will be able to understand and apply some of the main theories and models in strategic management; identify and utilize best practices from leading multinationals; will be able to evaluate international industrial environments and design strategies that fit these environments; will be able to identify and interpret challenges in international strategic management. The course will also support the development of students' skills in the areas of analytical and critical thinking, decision making, and visioning.

Teaching: The course consists of lectures, an on-line business simulation *Global Challenge*, and group and individual assignments.

Assessment: Group work (45%) and individual written assignment (55%).

Literature: 1) PENG, M.W. (2006) *Global Strategy*. Thomson: Taunton, MA. 2) Reading package on course themes to be provided.

Prerequisites: Students should make sure the course fits their timetable, because participation in some of the lectures and during the group simulation is obligatory.

Rating: 1-5 / fail

Contact Person: Sniazhana Sniazhko and Rodrigo Rabetino

Right to Participate: This course is open to students registered on the Master's Programmes in International Business, Strategic Business Development, and Finance.

Additional Information: No exam; compulsory class attendance to some of the lectures; compulsory class attendance to the group simulation sessions.

Managing Business Networks

Code: JOHT3049

Credit Units: 7 ECTS

Time: Autumn, Period 2

Course Language: English

Content: With the help of different theoretical approaches and practical cases from different industries and industry sectors, the course offers a thorough understanding of business relationships and their management in network contexts. The central themes include: the main theoretical approaches to business relationship and networks; inter-organizational relationship at the network, dyadic and interpersonal level; networks and internationalization; sustainable business relationships; circular economy networks. The knowledge can be applied, for example, in the context of supplier-customer relationships, supply- and distribution networks, alliances and joint ventures, and mergers and acquisitions.

Learning Outcomes: After completing the course the students will be able to analyze business relationships in a network context from different theoretical perspectives, and to apply this knowledge to business activities. Students will understand the challenges of developing and managing business relationships at the inter-organizational, and interpersonal levels. The course will support the development of the students' skills in critical and analytical thinking, group working and decision making skills in multicultural groups, negotiation and presentation skills, and peer-assessment skills.

Teaching: The course includes lectures by academics and business visitors, and student workshops.

Assessment: Individual assignments (60%) and group works (40%), home exam.

Literature: Articles provided by the teacher.

Prerequisites: -

Rating: 1-5/fail.

Contact Person: Anne-Maria Holma

Right to Participate: This course is open to students registered on the Master's Programme in Strategic Business Development. The course is also open to a maximum of ten students registered on the Master's Programme Industrial Management (these students will be selected based on study performance).

Additional Information: Compulsory class attendance at guest lectures.

Project Management

Code: JOHT3019

Credit Units: 5 ECTS

Time: Autumn, Period 1-2

Course Language: English

Content: Topics that will be covered during the course are among others: 1) The nature of projects, including defining projects and characteristics of the project life-cycle, 2) The actors in projects, which includes the project manager, the project team and stakeholder management, 3) Project planning and scheduling, including the tools of Work Breakdown Structure, Gantt-chart and agile project management 4) Managing cost and quality in projects, and 5) Project integration and scope management and project management software.

Learning Outcomes: By the end of this course students should have a holistic understanding of different issues related to project management. Firstly, students should have knowledge about the nature of projects and how projects can be organized. Secondly, students should have knowledge about the process of project management, which ranges from planning, implementing and controlling to evaluating. During the course, students will learn about different tools of managing projects. After the course you should also have knowledge about stakeholder management, including the project manager and the project team. The course will also support the development of students' interpersonal skills as they are cooperating in multicultural teams. The course will also develop student's oral and written skills in English as they will both present their work and write reflective reports. Moreover the course will facilitate critical and analytical thinking, as well as IT-skills related to project management.

Teaching: In-class lectures, video-lectures, guest speakers, individual and group assignments

Assessment: Individual assignments (60%) and group assignments (40%).

Literature: A guide to the Project Management Body of Knowledge (PMBOK) by The Project Management Institute, 5th Edition and other written material provided by the teachers.

Prerequisites: -

Rating: 1-5 / fail

Contact Person: Annika Tidström

Right to Participate: This course is only open to students registered on the Master's Programmes in Strategic Business Development, International Business, Information Systems students, Technical Communications students, Industrial Management, and students within Industrial Systems Analytics

Additional Information: -

Research Update in Strategic Management

Code: JOHT3054

Credit Units: 7 ECTS

Time: Autumn, Period 1-2

Content: This course offers research-based learning on the evolution of the strategic management field. It enables critical thinking about the nature, antecedents and consequences

of business development by reading high-quality theoretical, qualitative and quantitative studies focused on three key areas of strategic management: Strategic analysis, Strategic choice and Strategy implementation.

Learning Outcomes: By the end of this course students should be able to provide insightful, multi-faceted answers to the following fundamental issues of strategy: What is strategic management and strategy? How do firms behave and strategize? Why do firms differ? More specifically, students should be able to understand the theoretical foundations and basic assumptions of the main schools of thought in strategic management.

The course will also support the development of students' key skills in the areas of analytical and critical thinking, and written communication and interpersonal skills.

Teaching: A large proportion of the course is web-based, consisting of discussions and assignments (learning diaries) on Moodle. In addition to this, the course contains a few in-class sessions where the students can discuss with the teacher.

Assessment: Individual assignments (55%) and final group work (45%).

Literature: Reading package on course themes provided by the teacher.

Prerequisites: -

Rating: 1-5 / fail

Contact Person: Rodrigo Rabetino

Right to Participate: This course is only open to students registered on the Master's Programme in Strategic Business Development.

Additional Information: No exam; no mandatory attendance.

Service Business Development

Code: JOHT3062

Credit Units: 5 ECTS

Time: Spring, Period 4

Course Language: English

Content: The course covers the core areas of service business development i.e., building industrial product-service offerings, service blueprinting, service pricing and delivery as well as engaging users into the development of new services.

Learning Outcomes: After the course the student will (1) have an in-depth understanding on the core areas of service business with a special focus on the service development; and (2) be able to apply the knowledge by identifying, analyzing and solving a real-life business problem. The course will also improve vital work-life skills such as team-working, project management, and presentation skills.

Teaching: The course includes pre-readings (9 articles), individual learning diary (one page / article; in total 9 pages), interactive lectures, and a final project. More specifically, students (in teams of 3) solve a real-life business problem by utilizing the frameworks introduced in the course. The teams identify and get access to a real-life case firm and negotiate and agree on a problem-solving project (e.g., objectives, scope) with the firm.

Assessment: Learning diary (18%), final project report (25%), final in-class presentation (30%), final presentation for the client firm (5%), peer-evaluated project contribution (20%), in-class participation (2%).

Literature: Articles provided by the teacher. Pls also see the section 'Additional Information' below.

Prerequisites: -

Rating: 1-5 / fail.

Contact Person: Jukka Partanen

Right to Participate: This course is only open to students registered on the Master's Programme in Strategic Business Development and for a maximum of five students registered on the Master's Programme in Industrial Systems Analytics or Information Systems. These students will be selected based on the registration order. Some MIB students may have access to the course depending on the total number of participants.

Additional Information:

The registration period ends on Sunday the 24th of February. Thereafter, the syllabus and the pre-reading package are delivered to the students. The deadline for submitting the learning diary is Monday 11th of March. The face-to-face teaching is in week 11 with three intensive days on Tuesday (12th of Mar), Wednesday (13th of Mar), and Thursday (14th of March). During these days we will do group formation and go through and introduce the core models and frameworks on service business development. Therefore attending these sessions is compulsory. Similarly, it is compulsory to attend to the presentation sessions (Tue 23rd, Wed 24th, Thu 25th, and Fri 26th of April). So, reserve these into your calendar in advance if you are planning to take this course. Please also note that there is no independent/remote option for completing this course.

Strategy Work

Code: JOHT3077

Credit Units: 7 ECTS

Time: Spring, Period 3

Course Language: English

Content: During the course, students conduct a strategic analysis by application of essential strategy tools. These tools include 1) analysis of the business environment (Scenarios), 2) strategic groups, 3) value systems and 5-forces analysis, 4) management and activity systems (Strategy map) and capabilities. The course contents include readings on strategic tools (altogether 12 articles), learning data collection, strategic analysis in practice, presentation of the findings and company implications. During the course, student will conduct strategic analysis for a selected case company, which provides in-depth data for the students to analyze. The case company representatives visit several classes.

Learning Outcomes: After the strategy work course, students understand how to conduct a strategic analysis by variety of tools and theories. Students will learn how to use tools from multiple strategic approaches, and how to deliver a great strategic analysis for their potential employers or customers. The following generic skills are developed during the course: data collection, analytical and critical thinking, cooperation, oral- and written communication.

Teaching: The course includes seminars that introduce the process of strategic analysis, strategic tools and data collection methods, which the students will apply when analyzing a selected industry from a company case perspective. The case company will participate to in-class teaching, and provide in-depth data. Students are expected to present their analysis, which is then discussed during the seminar and evaluated by the company case representatives. This course also includes specific in-class teaching of the above mentioned tools, as well as scientific readings on strategic tools. Moodle is used for interacting in the course, sharing materials and submitting assignments. Course can be also fully completed as distance learning.

Assessment: Individual assignment, strategic analysis report and presentation as a group work.

Literature: Articles, slides, Orbis-data, lectures/videos provided by the teacher.

Prerequisites: The students are expected to be familiar with the strategic management theories before starting the course.

Rating: 1-5 / fail.

Contact Person: Marko Kohtamäki

Right to Participate: This course is open to students registered on the Master's Programme in Strategic Business Development. The course is also open for a maximum of ten students registered on the Master's Degree Programme in Accounting (these students will be selected based on study performance).

Additional Information: This course has replaced the course JOHT3056 Strategic Industry Analysis. NB. if you have completed JOHT3056 you cannot take this course due the similar content.

Sustainability and Business Ethics

Code: JOHT3060

Credit Units: 2 ECTS

Time: Autumn, Period 1.

Content: The course offers an introduction to different ethical theories and perspectives on the social responsibility of corporations and on sustainability issues. The course consists of lectures, guest speeches and other activities related to corporate governance, corporate social responsibility, sustainability, and ethics.

Learning Outcomes: The course provides students with tools that enable them to identify and analyze aspects of business that relate to sustainability, corporate social responsibility, and ethical decision-making. It will also increase their awareness of their own personal ethics. Finally students' analytical and critical thinking skills, problem-solving skills, and interpersonal skills are used and improved during this course.

Teaching: Lectures and other activities (total approx. 10 hours).

Assessment: Individual assignments.

Literature: Crane, Andrew, and Dirk Matten. Business ethics: Managing corporate citizenship and sustainability in the age of globalization. Oxford University Press, USA, 2007.

Prerequisites: None.

Rating: 1 -5 / Fail

Contact Person: Olivier Wurtz

Right to Participate: This course is only open to students registered on the Master's Programme in Strategic Business Development.

Additional Information: Attendance is mandatory.

Optional courses

Cross-Cultural Management

Code: JOHT3002

Credit Units: 5 ECTS

Time: Autumn, Period 2.

Content: The subjects covered during the course include 1) the role of culture and its impact on individuals, organizations and management; 2) cultural differences and dimensions of culture; 3) cross-cultural communication; 4) cross-cultural negotiation, and 5) the role of culture in leadership.

Learning Outcomes: By the end of this course students should have a more in-depth understanding of culture, more knowledge of cultural frameworks as well as practical experience of cultural encounters. The assignment's objective is to increase students' cross-cultural and interpersonal skills. Cross-Cultural Management course aims at developing students' cross-cultural competencies for situations such as: working with foreigners, working abroad, working in international projects/teams, and dealing with workplace diversity. The course also supports students' development of global mindset and encourage them to value diversity.

Teaching: Lectures and cross-cultural simulation (total approx. 20 hours)

Assessment: Individual and group evaluations.

Literature: International dimensions of organizational behavior. Cengage Learning, by Nancy J. Adler, and Allison Gundersen, 2007.

Understanding Cross-Cultural Management, Pearson Education, by Marie-Joëlle Browaeys and Roger Price, 2011.

Cross-Cultural Management: Essential Concepts, Sage, by David Thomas, 2008.

Prerequisites: None

Rating: 1-5 / fail

Contact Person: Olivier Wurtz

Right to Participate: This course is also open to visiting exchange students in the field of Business.

Additional Information: Attendance to some sessions is compulsory.

Diversity Management

Code: JOHT3079

Credit Units: 5 ECTS

Time: Spring, Period 4.

International Business Operation Modes

Code: MARK2013

Credit Units: 5 ECTS

Time: Autumn, Period 2.

Right to Participate: This course is only open to students registered on the Master's Programmes in International Business and Strategic Business Development.

Additional Information: -

Internship Related to Master's studies in Strategic Business Development

Code: JOHT3051

Credit Units: 7 ECTS

Time: In relation to the Masters Studies (recommended after the first year)

Content: Practical training consists of working in an organization and reporting about it from the perspective of management and organization. Practical training can for example be done as summer work or practical training abroad.

Learning Outcomes: Practical training familiarizes the student with work in an organization. Simultaneously it provides an environment where the student utilizes theoretical knowledge in order to evaluate and suggest improvements in relation to practical phenomena.

Teaching: Independent work by the student.

Assessment: At least 168 hours of work in an organization, that is agreed on beforehand with the contact person, and a written practical training report of 20 pages that will be evaluated. The student can only carry out practical training within his/her own main subject. Before writing the report, the student should contact the contact person in order to discuss the suitability of the organization where the practical training is done, the subject and implementation. A presentation of the organization is

sent to the contact person in beforehand and a copy of the letter of reference and the written report is sent to the contact person for evaluation.

Literature: The student and the contact person agree on appropriate literature (1-2 books). This literature has to be used in the written report.

Prerequisites: Bachelors' thesis.

Rating: Accepted/rejected.

Contact Person: Lauri Korkeamäki

Right to Participate: This course is only open to students registered on the Master's Programme in Strategic Business Development.

Additional Information: The Practical Training at Master's phase follows the guidelines by the Faculty. The suitability of the practical training needs to be agreed with the contact person in beforehand.

Internship on Research Related to Master's Studies in Strategic Business Development

Code: JOHT3078

Credit Units: 5 ECTS

Time: In relation to the Masters Studies (recommended after the first year)

Content: Internship of research consists of working in a research group and assisting regarding research activities. Student will report about their work.

Learning Outcomes: Practical training provides an opportunity to learn about researcher's work as part of the research group.

Teaching: Independent work by the student.

Assessment: At least 120 hours of work in an organization, that is agreed on beforehand with the contact person, and a written report as agreed with the contact person. The student can only carry out practical training within his/her own main subject. When taking the course, the student should be in contact with the course teacher to agree on the training duties. Finally, the report is sent to the contact person for evaluation.

Literature: The student and the contact person agree on appropriate literature.

Prerequisites: Bachelors' thesis.

Rating: Accepted/rejected.

Contact Person: Marko Kohtamäki

Right to Participate: This course is only open to students registered on the Master's Programme in Strategic Business Development.

Additional Information: The Practical Training at Master's phase follows the guidelines by the Faculty. The suitability of the practical training needs to be agreed with the contact person in beforehand.

Key and Emerging Themes in Management Studies

Code: JOHT3057

Credit Units: 5 ECTS

Time: Spring, Period 4

Content: Focusing on a potentially different theme each year, the objective of this course is to introduce participants to important and/or new subjects in management studies that are not covered in core modules. The emphasis will be on teaching this module through the use of visiting lecturers from academia and/or working life.

Learning Outcomes: By the end of this course students have increased their knowledge and understanding about a key and emerging theme in management studies. In addition, students recognise how research in this topic can be applied in practice, and with novel trends in relevant disciplines in the field of management.

Teaching: To be decided on an annual basis, depending on lecturer and topic.

Assessment: To be decided on an annual basis, depending on lecturer and topic.

Literature: To be decided on an annual basis, depending on lecturer and topic.

Prerequisites: Students should be comfortable following lectures, reading academic literature, and participating in class discussions in English; students should also make sure the course fits their timetable.

Rating: 1-5 / fail

Contact Person: Adam Smale/ Rodrigo Rabetino/ Maria Järlestöm

Right to Participate: This course is only open to students registered on the Master's Programmes in International Business, Strategic Business Development, and *henkilöstön johtaminen* (Human Resource Management).

Additional Information: The theme, lecturer and instructions for registering to the module will be communicated to students by programme representatives well in advance.

Management Accounting in Practice

Code: LASK3058

Credit Units: 8 ECTS

Time: Spring, Period 3

Additional Information: Organized by the School of Accounting and Finance This course is open to a maximum of ten students registered on the Master's Programme in Strategic Business Development. These students will be selected based on study performance.

New Knowledge Creation and Organizational Learning in Product Development

Code: TUTA3210

Credit Units: 5 ECTS

Time: Spring, Period 3

Additional Information: Organized by the School of Technology and Innovations This course is open to a maximum of ten students registered on the Master's Programme in Strategic Business Development. These students will be selected based on study performance.

Product and Service Design in Practice

Code: TUTA3230

Credit Units: 5 ECTS

Time: Autumn, Period 1-2

Additional Information: Organized by the School of Technology and Innovations. This course is open to a maximum of five students registered on the Master's Programme in Strategic Business Development. These students will be selected based on study performance.

Service Design

Code: ISAN3050

Credit Units: 5 ECTS

Additional Information: Organized by the School of Technology and Innovations

International Taxation

Code: TOIK3052

Credit Units: 6 ECTS

Additional Information: Organized by the School of Accounting and Finance.

Master's research

Research Methodologies

Code: JOHT3055

Credit Units: 8 ECTS

Time: Spring, Periods 3-4.

Content: The subjects covered on the course include 1) Basics of research, 2) quantitative data collection and analysis methods, 3) qualitative data collection and analysis methods and 4) writing and structuring a thesis.

Learning Outcomes: By the end of this course students should understand how to carry out independently their own Master's thesis and to understand the usability of data collection and analysis methods in real life situations. In order to do this, students will be familiar with the university's standards and criteria for Master's thesis; will be familiar with different research methods and when to use them; will be able to identify the meaning of quality and rigour in assessing academic research. The course will also support the development of students' skills in the areas of written and oral expression, analytical and critical thinking.

Teaching: Video lectures, workshops, and student presentations (approx 50 hours).

Assessment: Individual and group assignments, first draft of the Master's thesis proposal, and quizzes.

Literature: 1. Saunders, M., Lewis, P. & Thornhill, A. (2016 and older editions) Research Methods for Business Students. Harlow: Prentice Hall. OR 2. Eriksson P. & Kovalainen A. (2008). Qualitative Methods in Business Research. SAGE Publications.

Prerequisites: Completed Bachelor thesis.

Rating: 1-5 / fail

Contact Person: Suvi Einola

Right to Participate: This course is open to students registered on the Master's Programme in Strategic Business Development.

Additional Information: Compulsory attendance to workshops.

Master's Thesis

Code: JOHT3980

Credit Units: 30 ECTS

Time: The master's thesis supervising groups will start in May after the Research Methodologies course. The final thesis must be handed at the latest by the end of the next Spring term.

Content: The student will be able to identify a research problem within the strategic management field and specify the objectives and scope of the research. Moreover, the student will be familiar with extant academic literature and develop a theoretical framework. Thereafter, the student will select and justify the methodological approach, and gather and analyse empirical data. The thesis ends with a conclusion including theoretical and managerial implications and future research proposals. The student will write reports and present those in the following parts: 1) research proposal and theoretical framework, 2) method section and preliminary empirical results, and 3) the final submission of the complete master's thesis.

Learning Outcomes: Students should be able to conduct academic research on a subject related to strategic management. The master's thesis process also supports the development of independent research work, analytical and critical thinking skills, and self-organization skills. Moreover, the student will develop their oral and written expression skills during the process.

Teaching: Meetings with thesis supervisors and/or participation in seminars (depending on supervisor), and independent student research.

Assessment: Master's thesis report and process management (supervisor and 2nd evaluator).

Literature: Independent search of relevant theoretical and empirical material for the research topic.

Prerequisites: Tieteellinen kirjoittaminen / Writing Science in English, Research Methodologies

Rating: 1-5 / fail (only for (3) final submission of the complete master's thesis); pass / fail for parts (1) and (2)

Contact Person: Suvi Einola.

Right to Participate: This course is only open to students registered on the Master's Programme in Strategic Business Development.

Additional Information: The credit units will be awarded during the process as follows: 1) Research proposal and theoretical framework, 10 ECTS (part I JOHT3981); 2) Method section and preliminary empirical results, 10 ECTS (part II JOHT3982); and 3) Final submission of the complete master's thesis, 10 ECTS (JOHT3983). Master's theses will be checked with the plagiarism detection programme Turnitin.