

# Catalogue report

LUT School of Business and Management

## Master's Programme in International Marketing Management (MIMM)

### MASTER'S PROGRAMMES IN BUSINESS ADMINISTRATION

This Study Guide includes the degree structure and curriculum of the master's programme in International Marketing Management (MIMM).

- Master of Science in Economics and Business Administration, M.Sc.(Econ. & Bus.Adm.), 120 credits, duration 2 years.
- Higher university degree, gives eligibility to scientific doctoral studies.

The aims and content of Master's studies in Business Administration in Lappeenranta University of Technology are based on the university's strategic focus areas – especially sustainable value creation.

### LEARNING OUTCOMES OF THE MASTER'S PROGRAMMES IN BUSINESS ADMINISTRATION

The aims and content of Master's studies in business administration in Lappeenranta University of Technology are based on the university's strategic focus areas – especially sustainable value creation.

The aim of the Master's studies is to provide students with wide-ranging skills and knowledge to work in management positions in business. Students who complete the degree also possess the knowledge, skills and mindset needed for postgraduate studies. In other words, the Master's degree helps the graduate to respond to the growing professional requirements of industries and also lays a foundation for doctoral studies in business administration.

Students are able to influence the contents of their studies by making choices based on their own strengths, interests and goals. The learning outcomes of the Master's programmes are of the same academic level but different in content and can be found on the degree structure page.

The learning outcomes of the Master's Programmes in Business Administration: Graduated student

- is a competent expert in his/her field
- is able to apply scientific knowledge and methods in practice
- is able to integrate different fields and views of business administration
- is a productive and responsible teamplayer and
- has a global point of view to business.

## Degree structures

The Master's Programme in International Marketing Management integrates marketing, international business and technology management disciplines to address the needs of global firms operating in turbulent environments facing growing challenges in their marketing management. The programme focuses especially on the management of global knowledge-intensive innovation activities from marketing perspective, and is thus tailored for future marketing managers operating in international environments. International marketing management is seen as the centerpiece and combinatory element of the many operations a firm must conduct and coordinate in the globalized world. The programme aims to combine the most important areas of strategic marketing, international business and technology management. The demand for this specialized competence is strong, and the unique combination of know-how should ensure the employability of the student after graduation. International Marketing Management graduates have found professions in a broad range of firms and sectors: marketing, international business, product development, sales, logistics, international service business, consulting, and market research. The job titles include Marketing Manager, Export Manager, Area Manager, Subsidiary Manager, Project Manager in International Marketing, and Business Development Consultant, for example.

The overall purpose of the MIMM programme is to provide the students with knowledge, skills, values and attitudes in marketing management. The programme builds on previous studies at the undergraduate level in marketing, international business and/or technology management. After completing the programme, students will be able to:

1. understand and assess the challenges of turbulent business environments
2. evaluate and design sustainable strategies in such environments either in marketing, international business and /or technology management fields and in their intersection
3. apply relevant business skills
4. acquire and develop relevant additional knowledge and skills to support subject based expertise, international readiness and personal development
5. conduct an independent scientific research project and report it
6. utilize strong analytical skills and apply tools required for professional practices
7. show a marketoriented, global, entrepreneurial and sustainable mindset.

#### **The degree structure of MIMM 2017-18**

Core studies (includ. academic skills) 42 ECTS cr

Specialisation studies 48 ECTS cr

Minor studies 24 ECTS cr (recommended minors are Business Analytics, Sustainability and Knowledge and Innovation Management)

Language studies 6 ECTS cr

Degree 120 cr (min.)

## **Master's Programme in International Marketing Management 2017-2018 (MIMM)**

Degree structure status: published

Academic year: 2017-18

Beginning date of the academic year: 01.08.2017

### **Complementary studies**

Complementary studies must be completed in addition to the actual Master's level studies in business administration. They are not included in the Master's degree.

**Important!** Students who have received their education in Finnish or Swedish must demonstrate in studies included in education for a lower or higher university degree that they have attained proficiency in Swedish

required by decree (Government Decree on University Degrees, 6§). If the required proficiency in Swedish has not been demonstrated in a previous degree, it must be demonstrated in studies at LUT in addition to other complementary studies. However, this is not required of students who have been educated in a language other than Finnish or Swedish or who have been educated abroad. This rule applies to all degree programmes.

**Students, who have graduated as B.Sc. (Econ. & Bus. Adm.) in Finland:**

A130A0050 Introduction to Studies of Economic Sciences for Master's Students, 3 ECTS cr

**All other students** study in addition also the course:

A350A0050 Business Research Methods, 6 ECTS cr.

**Core Studies (min 36 cp)**

The internship 2-6 ECTS cr may be located to replace core elective studies depending on the focus of the internship (Marketing, IB, or DTM).

KaMIMM5: , 36 cp

*Marketing, obligatory*

A330A0300: Strategic Global Marketing Management, 6 cp

*Marketing, electives min. of 6 ECTS cr of the following*

A330A0010: Contemporary Issues in International Marketing, 3 cp

A330A0060: Managing Customer Relationships and Business Networks, 6 cp

A330A0500: Brand Management, 3 cp

A330A0550: Essential Sales and Negotiation Skills, 3 cp

*International Business, obligatory*

A330A0251: Internationalisation of the Firm, 6 cp

*International Business, electives min. of 6 ECTS cr of the following*

A220A0200: International Financial Management, 6 cp

A350A0500: Sustainable Strategy and Business Ethics, 3 cp

A330A0020: Asian Management, 3 cp

A330A0450: Responsible International Business, 3 cp

A330A5600SS: Doing Business in Russia, 4 cp

*Digitalization and Technology Management, obligatory*

A330A0350: Digital Marketing, 3 cp

A330A0360: Digitalization Challenge, 3 cp

*Digitalization and Technology Management electives, min. 6 ECTS cr of the following*

A350A0300: Technology and Innovation Management, 6 cp

A350A0111: Strategy Project, 6 cp

A365A0711: Accenture Case Workshop, 3 cp

*s, Elective Internship 2-6 cr*

A130A2200: Internship for Master's Programmes, 2 - 6 cp

**Academic Skills (min 6 cp)**

KaMimmAs1: Academic Skills, 6 cp

*Obligatory*

A365A0551: Master's Transferable Skills, 3 cp

A330A8500: Master's Thesis Seminar, International Marketing Management, 3 cp

**Specialisation Studies (min 48 cp)**

Please note that you can only select A330A0201 Marketing of High Technology Innovations 6 cr OR A330A5000 3 cr AND A330A0221 3 cr, the Summer School version of the Marketing of High Technology Innovations. A330A0221 is only for students who have taken the Summer School course A330A5000.

KaMIMM6: , 48 cp

*Obligatory*

A330A0100: International Business Strategies, 6 cp

A330A0151: International Entrepreneurship Challenge, 6 cp

A330A9000: Master's Thesis, International Marketing Management, 30 cp

*ExExchangeble (min. 6 ECTS cr*

A330A0201: Marketing of High Technology Innovations, 6 cp

A330A0221: Marketing of High Technology Innovations: Applications, 3 cp

A330A5000SS: International Marketing of High Technology Products and Innovations, 3 cp

## Minor Studies (min 24 cp)

In MIMM programme the recommended Minor Studies are: Business Analytics (TuSOMBAN), Sustainability (KaSOMSust) or Knowledge and Innovation Management (KaSOMTijo).

Please note that the students of MIMM programme can not include the Minors Kansainvälinen markkinointi nor International Business in their degree.

## Language Studies (min 6 cp)

Foreign language (not English). Please see <https://www.saimia.fi/en-fi/studies/study-information/language-centre>

## Free Elective Studies

# Courses and study modules not included in degree structures

## Minor Studies (min 24 cr)

In MIMM programme the recommended Minor Studies are: Business Analytics (TuSOMBAN), Sustainability (KaSOMSust) or Knowledge and Innovation Management (KaSOMTijo).

Please note that the students of MIMM programme can not include the Minors Kansainvälinen markkinointi nor International Marketing in their degree.

KaSOJoht: , 24 - 35 cp

*Obligatory studies 24 op*

A130A0550: Introduction to Organizational Behavior, 6 cp

A370A0300: Dimensions of Entrepreneurship, 6 cp

A370A0401: Case-Course of Business, 6 cp

A380A0130: Business relationships in international value networks, 6 cp

TuSOYritt: , 20 - 35 cp

*Obligatory*

CS34A0302: Entrepreneurship Theory, 6 cp

CS34A0732: New Venture Creation, 6 cp

*Selectable*

CS30A1372: Creative Design and Problem Solving, 6 cp

CS34A0401: Strategic Entrepreneurship in an Age of Uncertainty, 6 cp

CS34A0551: Business Idea Development, 6 cp

A330A5101SS: Creativity and Entrepreneurship in New Product Development from Silicon Valley's Perspectives, 3 cp

CS30A1691: Social Sustainability, 6 cp

CS34A0721: Entrepreneurship, ownership and family firms, 6 cp

CS34A0351: Entrepreneurial growth and development, 6 cp

KaSOLamo: , 24 - 35 cp

*Pakolliset opinnot 24 op*

A250A0750: Financial Statement Analysis, 6 cp

A250A0800: Financial Statement Planning, 6 cp

A250A0850: Basic Course in Auditing, 6 cp

CS31A0102: Basic Course in Cost Management, 6 cp

KaSOKansis: , 24 - 35 cp

*Pakolliset opinnot 12 op*

A250A0050: Econometric Methods, 6 cp

A250A0160: Introduction to Environmental Economics, 6 cp

*Vaihtoehtoiset opinnot, väh. 12 op (valitse opintojakso jota ei muualla tutkintorakenteessa)*

A210A0010: Economics of Organizations and Strategy, 6 cp

A210A0100: Empirical Industry Analysis, 6 cp

A250A0100: Investments, 6 cp

A250A0300: Business Credits and Securities, 6 cp

KaSOYrijuri: , 24 - 35 cp

*Pakolliset opinnot 24 op*

A210A0650: Corporate Tax Regulation and Business, 6 cp

A250A0300: Business Credits and Securities, 6 cp

A250A0901: Company Law, 6 cp

A370A0250: Labour Law, 6 cp

TuSOMBAN: Business Analytics, 24 - 30 cp

*Obligatory courses*

CS38A0010: Free analytics environment R, 6 cp

CS38A0045: Marketing analytics for Business students, 6 cp

A210A0601: Information Systems in Corporate Management and Decision-making, 6 cp

*Elective courses*

A365A0320: Computational Data Analytics in Business Management, 6 cp

CS38A0050: Big data in business and industry, 6 cp

TuSOEntr: Entrepreneurship, minor, 20 - 35 cp

*Elective studies*

CS30A1372: Creative Design and Problem Solving, 6 cp

CS30A1691: Social Sustainability, 6 cp

CS34A0302: Entrepreneurship Theory, 6 cp

CS34A0401: Strategic Entrepreneurship in an Age of Uncertainty, 6 cp

CS34A0551: Business Idea Development, 6 cp

CS34A0721: Entrepreneurship, ownership and family firms, 6 cp

A330A5101SS: Creativity and Entrepreneurship in New Product Development from Silicon Valley's Perspectives, 3 cp

KaSOMTijo: Knowledge and Innovation Management, 24 - 35 cp

*Obligatory studies 24 cr*

A365A0251: Organizational Learning, 6 cp

A365A0301: Organizing in Knowledge-Based Networks, 6 cp

CS30A1661: Open Innovation, 6 cp

CS30A1671: Service Innovation and Management, 6 cp

KaSOHajo: Supply Management, 24 - 30 cp

*Vaihtoehtoiset opintojaksot*

A130A0220: Public Procurement, 6 cp

A310A0602: Supplier Development and Relationship Management, 3 cp

A310A0760: Green Logistics, 3 cp

A380A0101: Supplier assessment and purchasing tools, 6 cp

A380A0130: Business relationships in international value networks, 6 cp

A380A0250: Export-Import Operations, 6 cp

KaSOMSust: Sustainability, 24 - 35 cp

*Obligatory courses 9 cr*

BH60A4400: Introduction to Sustainability, 3 cp

CS30A1691: Social Sustainability, 6 cp

*Elective courses, min. 15 cr. Recommended, if not included elsewhere in the degree*

A350A0500: Sustainable Strategy and Business Ethics, 3 cp

BH60A4500: Corporate Responsibility and Management 1, 3 cp

*Elective courses*

BH60A1600: Basic Course on Environmental Management and Economics, 5 cp

BH60A2801: Energy and Environmental Challenges in Russia, 3 cp

BH61A0600: Bioenergy, 3 cp

BL40A2600: Wind power and solar energy technology and business, 5 cp

CT10A7002: Green IT and Sustainable Computing, 6 cp

FV11A9503: Independent Study in English, 1 - 4 cp

## Course descriptions

### Descriptions of courses and study modules included in the degree structures

**KaMIMM5: , 36 cp****Validity:** 01.08.2015 -**Form of study:** Major studies**Type:** Study module**Unit:** LUT School of Business and Management**Grading:** Study modules 0-5,P/F

No course descriptions.

*Marketing, obligatory***A330A0300: Strategic Global Marketing Management, 6 cp****Validity:** 01.08.2011 -**Form of study:** Basic studies**Type:** Course**Unit:** LUT School of Business and Management**Grading:** Study modules 0-5,P/F**Teachers:** Jari Varis, Sanna-Katriina Asikainen**Year:**

M.Sc. (Econ. &amp; Bus. Adm.) 1

**Period:**

1

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Sanna-Katriina Asikainen  
Associate Professor D.Sc. (Tech.) MBA Jari Varis

**Aims:**

After taking the course the students should be able to:

1. identify the underlying concepts and theoretical perspectives of marketing management strategy,
2. assess firm's internal and external environments from strategic marketing management perspective
3. describe and assess the range of marketing strategies available to organizations in a range of environmental contexts
4. describe and assess marketing programmes
5. understand the basics in marketing performance measurement
6. develop a marketing plan
7. design and deliver a professional presentation of a marketing plan.

**Contents:**

Assessment of the competitiveness of the firm, assessment of the external marketing situation, STP-process, developing marketing strategies and programmes, standardization versus adaptation, relationships in value chain, budgeting, controlling, marketing plan, marketing performance measurement. Corporate social responsibility strategy, customer behavior, customer relationship management.

**Teaching Methods:**

Lectures, assignments, workshop, seminar, exam.

In-class (32 hours): 2 hour introductory lecture , 20 hours of lectures, 10 hours of term paper presentations in a seminar meeting.

Out-class (128 hours): 10 hours for lecture preparation, 43 hours for exam preparation, 70 hours for preparing term paper, 5 hours for preparing a presentation. Course total: 160 hours.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Assignments (50 points): a) term paper (a group work) (40 points). b) presentation of term paper (10 points). c) personal presentation skills within the term paper presentation (pass/fail) Exam (50 points). All assignments (including the exam) must be passed to acquire the final grade. NOTE: Peer evaluation of the group work may have an effect on the grade.

**Course Materials:**

1. Hollensen, Svend (2010) Marketing Management. A Relationship Approach. Second Edition. FT Prentice Hall.
2. Assigned readings.

**Places for exchange-students? (Yes, number/No):**

Yes, approx. 40

**Places for Open University Students?(Yes, number/No):**

No

**Related to:**

to sustainability

*Marketing, electives min. of 6 ECTS cr of the following*

**A330A0010: Contemporary Issues in International Marketing, 3 cp**

**Validity:** 01.08.2012 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Sanna-Katriina Asikainen, John Cadogan

**Note:**

A student can include this course many times in his/her studies, because the course has different contents every year.

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

4, intensive week 9

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Sanna-Katriina Asikainen

Professor, Ph.D. John W. Cadogan, Loughborough University, UK

**Aims:**

The learning outcomes of the course are the following:

1. To assess the contemporary concepts and issues ("hot topics") in international marketing.
2. To synthesize and evaluate contemporary international marketing phenomena.
3. To discuss and debate on special topic of international marketing (specified later)
4. To be able to collaborate in a cross-cultural teams.

**Contents:**

The specific content of this course will vary depending on the visiting international professor. However, the course covers chosen contemporary concepts and issues affecting international marketing today.

**Teaching Methods:**

30 hours of intensive integrated lectures and exercises (assignments and cases) by the international guest lecturer. 20 hours of preparation for lectures and exercises. 30 hours of preparation for written exam. Course total 80 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Exam (50 points), In-class assignments (30 points), Class participation (20 points)

**Course Materials:**

Material to be assigned in the class.

**Prerequisites:**

Basic knowledge of international marketing

**Places for Open University Students?(Yes, number/No):**

No



**Validity:** 01.08.2017 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Asta Salmi, Hanna Salojärvi, Joon Keränen

**Note:**

New course. Will replace CS10A0152 International Business Networks, CS10A0151 Business Relationships and Networks and A330A0050 Customer Relationship Management.

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1, M.Sc. (Tech.) 1

**Period:**

3

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Asta Salmi

Associate Professor, D. Sc. (Econ. & Bus. Adm.) Hanna Salojärvi

**Aims:**

After completing the course the students are familiar with the theories of relationship marketing and network management, related concepts and models. The course provides the participants tools for understanding business relationships and networks, the strategic behavior of firms in this environment, and the managerial capabilities involved. The strong theoretical basis is combined with current relationship and network management material and implications.

On successful completion of the course, students: 1. Know the key theoretical frameworks related to business relationships and networks, and understand the principles of relationship marketing theory 2. Are familiar with customer relationship management as an organization wide strategic approach to managing customer relationships, 3. Are able to critically analyze the customer base, evaluate performance of customer relationships, and apply various strategies for managing customer relationships, 4. Understand the drivers of customer value and are able to design sustainable customer value propositions. 5. Identify the challenges of cross-sectoral and cross-national networks, 6. Understand and are able to evaluate the features of eco-industrial and sustainable business networks, and sustainable supply chains, and contemporary challenges in managing them, 7. Have developed skills in teamwork, in active participation in discussions, in oral presentations, in writing reports, as well as in reflecting on and taking the responsibility for their own learning.

**Contents:**

The course focuses on the following main contents: Theoretical approaches to inter-organizational relationships and business networks. Strategic management of customer relationships, B2B marketing, customer value and value-based selling. Supplier relationships and sustainable supply chains. Challenges and management of cross-sectoral networks. Sustainable and eco-industrial networks and challenges of managing them.

**Teaching Methods:**

Lectures, assignments including reflection papers and learning diary, case studies. Active participation in class is required.

In class hours (34 hours): 26 hours of lectures and 8 hours of case study workshops.

Out-class hours: Preparation for lectures 10 h, individual reflection papers and learning diary 80 h, preparation for case studies 36 h. Total workload 160 hours.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points, Learning diary (including reflection papers) 70 % and case studies 30 %.

**Course Materials:**

Assigned readings (collection of articles). Lecture slides.

**Prerequisites:**

Basic knowledge of marketing. A330A0300 Strategic Global Marketing Management recommended.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Number of students attending is limited to 120 students. Priority is given to LBM degree students.

**Places for exchange-students? (Yes, number/No):**

Yes, 1-5, if they fit within the total number of 120 students after accepting LBM degree students.

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions

**A330A0500: Brand Management, 3 cp**

**Validity:** 01.08.2015 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Peter Spier, Olli Kuivalainen

**Note:**

The course is an intensive course taught by an international visiting professor. The course will be lectured every other year.

The number of students attending the course may have to be limited if the number of students exceeds 40. In registration, priority is given to LUT School of Business and Management, MIMM Programme students.

**Lectured every other academic year (Yes, next realization year/Leave empty):**

Yes, 2017-18

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

4, Intensive course. Provisional dates 16.4.-20.4.2018.

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Olli Kuivalainen

**Aims:**

The aim of the course is to familiarize students how companies manage 'brand equity', clearly a major strategic issue. Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, values or attitude. Brands can become objects of affection: 'Lovemarks', even. Buying a brand is an integral part of an individual's quest for identity and meaning.

After completing the course the students should be able to:

- Understand how companies manage 'brand equity' and describe and assess different brand management strategies
- Analyze and explain reason, affect and decision-making related to brands
- Familiarize themselves with the social meaning and cultural rooting of brands
- Describe current trends and issues in branding
- To work in a multi-cultural team
- To write academic reports about branding
- To apply knowledge gained from the course, to the events, activities and/or strategies of an actual firm or organization

**Contents:**

This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, regional and global markets. Indicative and subject to change topics:

1. Introductory session - branding exercise. Brand basics.
2. Brand overview - Dyson: the man, the brand, the product, the market. Understanding codes, discourses and the potential for renewal and disruption. Sponges and hedgehogs. Mums, kids and washing liquid. The importance of consumer insight: Got milk? Fathers and whiskies
3. More about brands and how we relate to them: reason, affect and decision-making. Brand personality, brand archetypes. Brand endorsement and meaning transfer.
4. Branding people and experience. Service and experiential branding: Starbucks case study + the Apple Store
5. Brands in context. The social meaning of brands. What consumer studies and anthropology teach us.
6. A diamond is forever, beer is for men: the cultural rooting of brands. How brands become icons. Case study: Reviving an iconic brand – Levi's in the 80s
7. Brands & communities: Harley Davidson and Jones Soda. Tribal marketing & social networks.
8. Brand placement, brand content, brand events 9. Conclusion: current issues in branding

**Teaching Methods:**

The course will balance theory and practical application, with considerable use of case studies and student project work. 30 h of interactive lectures and cases, 4rd period (intensive format). 50 h of preparation for lectures and assignments and individual research report Moodle is used in this course.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Individual research report (100 points), Active class participation, including in-class assignments (accepted – fail). All assignments must be passed.

**Course Materials:**

Readings and assignments to be announced before / in the class

**Prerequisites:**

A330A0300 Strategic Global Marketing Management, or equivalent basic marketing course

**Limitation for students? (Yes, number, priorities/Leave empty):**

The number of students attending the course may have to be limited if the number of students exceeds 40. In registration, priority is given to LUT School of Business and Management, MIMM Programme students.

**Places for exchange-students? (Yes, number/No):**

Yes, 15

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**A330A0550: Essential Sales and Negotiation Skills, 3 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Olli Kuivalainen, Peter Spier

**Note:**

The course is an intensive course taught by an international visiting professor. The number of students attending the course may have to be limited if the number of students exceeds 40. In registration, priority is given to LUT School of Business and Management, MIMM Programme students. The course will be lectured every other year, next during the academic year 2018-2019.

**Lectured every other academic year (Yes, next realization year/Leave empty):**

Yes, 2018-19

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Olli Kuivalainen  
Visiting Professor Peter Spier

**Aims:**

After completing the course the students should be able:

- To understand how sales and other types of business negotiations work
- To distinguish, compare and organize various types of sales and negotiation situations
- To know how to make things happen in sales and negotiations
- To develop sales and negotiation-related core competencies
- To be able to negotiate effectively

**Contents:**

This course provides a comprehensive introduction to sales and negotiation. It will cover a range of topics, that aim to:

- Structure our thinking about sales and negotiation
- Help us analyze individual negotiation styles
- Distinguish different types of sales and negotiation situation
- Discover the mutual gains approach in negotiation

- Understand the main sales techniques: transactional, relationship selling, solution selling, challenger sales
- Move from an approach based on 'convincing' to one based on 'persuasion'
- Broaden the scope of our approach to include: 'other' (interests, culture...), situation...
- Understand the importance of 'people' skills: empathy, trust, active listening...
- Think about communication, both verbal and non-verbal
- Develop the use of enquiry & questioning
- Develop the use of framing techniques and other 'nudge' approaches
- Manage conflict
- Think about how we interact with others

**Teaching Methods:**

The course will balance theory and practical application, with considerable use of case studies and student project work. 30 h of interactive lectures and cases, 4rd period (intensive format). 50 h of preparation for lectures and assignments and individual research report

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Individual research report (100 points) Active class participation, including in-class assignments (accepted – fail) All assignments must be passed.

**Course Materials:**

Readings and assignments to be announced before / in the class

**Prerequisites:**

AC40A0900 Strategic Global Marketing Management or equivalent basic marketing course.

**Places for exchange-students? (Yes, number/No):**

Yes, 15

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

*International Business, obligatory*

**A330A0251: Internationalisation of the Firm, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Anisur Faroque, Juha Väättänen, Maria Uzhegova, Igor Laine, Iustin Vadana, Sami Saarenketo

**Note:**

Interchangeable with CS10A0551 International Business Methods and A330A0250 Internationalization of the Firm and Global Marketing. Course will be lectured twice a year, in periods 2 and 3.

**Year:**

M.Sc. (Tech.) 1, M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

2, 3

**Teaching Language:**

English

**Teacher(s) in Charge:**

Post-doctoral researcher, D.Sc. (Econ. & Bus. Adm.) Igor Laine (2nd period 2017)

Junior researcher, D.Sc. (Econ. & Bus. Adm.) Anisur Faroque (3rd period 2018)

Professor, D.Sc. (Econ. & Bus. Adm.) Sami Saarenketo

Professor, D.Sc. (Tech.) Juha Väättänen

**Aims:**

Learning outcomes: After completing the course the student will understand the processes of firm internationalization and global marketing. The learning outcomes of the course are the following:

1. To recognize the characteristics of the international market environment and of international business
2. To recognize the dimensions and drivers of market globalization
3. To assess and criticize the essential theories and frameworks of firm internationalization
4. To evaluate the ways in which international trade and investments affect world markets
5. To evaluate the risks and opportunities in global markets
6. To evaluate how to conduct sustainable international business
7. To analyze the key management decisions connected with the internationalization of the firm and global marketing: Whether to internationalize, deciding which markets to enter, deciding how to enter the foreign market
8. To be able to collaborate in cross-cultural teams
9. To create and deliver a group presentation focusing on the internationalization decisions of a given company.

**Contents:**

Must know: International trade and investments, Drivers of globalization, Chain of strategic decisions related to internationalization of the firm, internationalization motives and barriers, Risks assessment in international markets, Internationalization theories (Uppsala model, Network approach, Born Global), international market selection process, factors influencing entry mode choice, characteristics of various entry modes (export modes, intermediate entry modes, hierarchical modes);

Should know: Global business relations and trade agreements, Concept of value chain in internationalization, comparison of SMEs and LSEs in internationalization and global marketing, environmental analysis in deciding which market to enter (political, economic, sociocultural, and technological environment);

Additional knowledge: Principles of transaction cost analysis.

**Teaching Methods:**

21 h lectures, 12 h exercises, 30 h written assignments, 30 h written report, 32 h course literature, 35 h self study and exam preparation. Total 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Examination 50 %, exercises 30 %, research report 20 %. Each of the components has to be passed acceptably.

**Course Materials:**

1) Hollensen, S. (2017) Global Marketing, 7th edition, Pearson Education (older editions apply as well)  
 2) Cavusgil S.T., Knight G., Reisenberger J. (2017) – International Business: The New Realities, 4th edition, Pearson Education (older editions apply as well)  
 Additional materials will be announced on lectures. Additional reading and material assigned in class.

**Prerequisites:**

Sufficient prior business studies and basic knowledge of international marketing required. Due to the teaching methods, the amount of participants may be limited to 75 participants. In this case the priority would be given to the students of the School of Business and Management

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 75

**Places for exchange-students? (Yes, number/No):**

Yes

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

*International Business, electives min. of 6 ECTS cr of the following*

**A220A0200: International Financial Management, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Sheraz Ahmed

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

1

**Teaching Language:**

English

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Sheraz Ahmed

**Aims:**

After successful completion of the course, the student will be able to:

- understand the challenges concerning different legal environments, tax considerations and business risks faced by MNC's
- understand the structure and functions of MNCs
- analyze country level risks and international capital flows
- measure the relationship between exchange rates and macro-economic determinants of forex market
- assess the impacts of exchange rates on the profitability, growth, capital structure and valuation of MNCs
- calculate the foreign exchange exposure and risks of conducting international business
- develop unique business idea of an MNC and design it's international business strategies
- work in multinational teams.

**Contents:**

The course is designed to provide advanced-level (Master) knowledge of multinational financial management. The course covers four different areas in international financial management: 1) The International financial environment, 2) exchange rate behavior and determination of currency exchange rates, 3) exchange rate exposures and risk management, and 4) long-term asset and liability management of large MNCs.

**Teaching Methods:**

Lectures: 24 h, Home assignments: 32 h, Term paper writing: 32 h, Preparation for lectures/quizzes and exam: 72 h. Total workload: 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5 on the basis of 100 points. Written Exam: 60 %, Home assignments and Quizzes: 20 %, Term paper: 20 %. Minimum passing criteria is 50 % of the points in term paper and exam.

**Course Materials:**

1. Madura and Fox: International Financial Management, European edition 2. Handouts in class and all additional material required by the lecturer

**Prerequisites:**

Completed bachelor's level (B.Sc.) courses in finance and/or economics.

**Places for exchange-students? (Yes, number/No):**

Yes, 20.

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**A350A0500: Sustainable Strategy and Business Ethics, 3 cp**

**Validity:** 01.08.2013 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Laura Olkkonen, Karl-Erik Michelsen

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Post-doctoral Researcher Ph.D. Laura Olkkonen  
Professor, Ph.D. Karl-Erik Michelsen

**Aims:**



This course concentrates on the topical phenomena and concepts related to the creation and development of sustainable strategy, shared value creation and business ethics in organisations. The concepts will be investigated both from the viewpoints of academic research and practical relevance. Students will learn to discuss and synthesize the recent literature, examine the links of contemporary topics to previous research and assess the practical relevance of the issues through concrete examples. The learning outcomes of the course are the following:

1. To assess the topics of sustainable strategy and business ethics in the firm level as well as within the broader institutional context from both academic and practitioner perspectives.
2. To discuss and debate on the conflicting perspectives of sustainability and ethics in business.
3. To be able to analyze the practical relevance of sustainable business strategy

**Contents:**

The content of the course is based on topical issues related to sustainable strategy and business ethics from different approaches.

The core content includes: - Basics of sustainability and ethics in business context - Recent trends and developments of sustainable strategy and corporate responsibility - Sustainability issues in the supply network - Key business ethics challenges

**Teaching Methods:**

In-class hours: 2. period: 12 hours of lectures; 12 hours of interactive theme sessions and seminars; and an interactive panel session with business and societal experts (4 hours).

Out-class hours: Preparation for the theme sessions and seminars: 12 h. Course assignment in groups 40 h. Total hours: 80 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

No written exam. Final grade 0-5. 100 points based on course assignment conducted in groups.

**Course Materials:**

Academic and practitioner-oriented articles on sustainability and business ethics. Readings list distributed in Moodle.

**Places for exchange-students? (Yes, number/No):**

Yes, 10

**Places for Open University Students?(Yes, number/No):**

Yes, 5

**Related to:**

to sustainability

**A330A0020: Asian Management, 3 cp**

**Validity:** 01.08.2012 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Maria Uzhegova, Lasse Torkkeli

**Lectured every other academic year (Yes, next realization year/Leave empty):**

Yes, 2018-19

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

3

**Teaching Language:**

English

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Lasse Torkkeli

M.Sc. (Econ. & Bus. Adm.) Maria Uzhegova

**Aims:**

To familiarize the students with the emergent Asian paradigm of business management, the particularities of selected Asian countries, and the main cultures of Asia. The learning outcomes of the course are the following:

1. To identify the distinct concepts framing Asian cultures (Confucianism and Neo-Confucianism, paternalism, nepotism and cronyism, "Asian Values," Gandhian economics, high-context cultures, etc.)
2. To evaluate the constraints inherent to operating in countries under a communist party system or other form of authoritarianism
3. To analyze the similarities and differences between the countries investigated in terms of cultural, political and business environments.
4. To assemble a report on a given cultural business environment
5. To organize in a multi-cultural group in order to create a written report
6. To analyze the business culture of a given country based on current news material

**Contents:**

The contents of this course include: Asian Management in a changing world: Fundamental concepts and historical key points. The management challenges of large Asian nations: China, India and Japan. The management challenges of small and dynamic Asian nations: South Korea, Malaysia, Vietnam and Singapore.

**Teaching Methods:**

30 hours of Intensive integrated lectures and exercises (assignments and cases) by the international guest lecturer 26 hours of preparation for lectures and assignments 24 hours of preparation for written exam Course total 80 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

Yes

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Group assignments (40 points) Personal assignment (20 points) Exam (30 points). Class participation (10 points).

**Course Materials:**

Chatterjee, Samir R. & Nankervis, Alan R. (2007) Asian Management in Transition – Emerging Themes. Palgrave Macmillan. List of readings distributed in the class

**Prerequisites:**

Basic knowledge of international marketing

**Places for exchange-students? (Yes, number/No):**

Yes, 10

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

### **A330A0450: Responsible International Business, 3 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Rudol Sinkovics, Jari Varis

**Note:**

The course has intensive teaching 8.-12.1.2018. The number of students attending the course may have to be limited if the number of students exceeds 40. In registration, priority is given to LUT School of Business and Management, MIMM Programme students.

The course will be lectured every other year, next during the academic year 2016-2017.

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

3, Lectures 8.-12.1.2018.

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, Dr. Rudolf R. Sinkovics, University of Manchester/Alliance Manchester Business School, UK  
Associate Professor, D.Sc. (Tech.) Jari Varis

**Aims:**

The course aims to introduce participants and students of international business and management to the concept of the world as "VUCA", a volatile, uncertain, complex and ambiguous, system. Business decisions that we make within organisations (the economic system) are inextricably related to challenges in the societal and environmental system and vice-versa. Resource scarcity (raw materials such as clean water, energy) limits the space within which managers operate and compete successfully. In this context it has been suggested that those firms may sustain long-term success, which engage in responsible stewardship and actively consider external challenges in their business models.

When students have completed this course they should be able to:

- Have a critical understanding of the volatile, uncertain, complex and ambiguous, international business system within which firms operate.
- Appreciate the implications of sustainability decisions within global value chains.
- Have an understanding how firm strategies shape outcomes not only for themselves but for the system within they operate.
- To work in a multi-cultural team (group work) and possess responsibility thinking in group context.
- To apply knowledge gained from the course, to the events, activities and/or strategies of an actual firm or organization
- To give professional presentations focusing on responsibility

Furthermore, the simulation part should provide the students with following skills: self-reflection, negotiation abilities, team-work and time-management under pressure and self-organisation capabilities

**Contents:**

The course unit will focus on the following main topics: o Globalization drivers and ethical issues in IB o Firms and their relationship with the international business environment o Complexity in organizations o Global value chains and international business

**Teaching Methods:**

The course will balance theory and practical application, with considerable use of case studies and student project work. 30 h of interactive lectures and cases, 3rd period (intensive format). 50 h of preparation for lectures and assignments and examination.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

Yes

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Grade component %

- Final exam - part one - Multiple-choice questions 10%
- Final exam - part two - Essay-type 40%
- Group presentation of the research project(s) 30%
- In-class assignments and class participation 20%
- Total (The overall pass mark is 50%) 100%

All assignments must be passed.

**Course Materials:**

Required: Dicken, Peter (2015), Global Shift - Mapping the Changing Contours of the World Economy (7th ed.). London: Sage Publications. (ISBN: 9781446282106). Recommended: Probst, Gilbert and Andrea Bassi (2014), Tackling Complexity: A Systemic Approach for Decision Makers. Sheffield, UK: Greenleaf Publishing Limited. (ISBN: 9781783530823). Leonard, Annie and Annie Conrad (2010), The Story of Stuff: How Our Obsession with Stuff Is Trashing the Planet, Our Communities, and Our Health: And a Vision for Change. New York: Free Press. (ISBN: 9781439125663). Other readings and assignments to be announced before / in the class

**Prerequisites:**

AC40A0900 Strategic Global Marketing Management or equivalent basic marketing course.

**Limitation for students? (Yes, number, priorities/Leave empty):**

The number of students attending the course may have to be limited if the number of students exceeds 30. In registration, priority is given to LUT School of Business and Management, MIMM Programme students.

**Places for exchange-students? (Yes, number/No):**

Yes, 15

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**A330A5600SS: Doing Business in Russia, 4 cp**

**Validity:** 01.06.2013 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Olli Kuivalainen, Juha Väättänen

**Year:**

M.Sc. 1 - 2

**LUT Summer School time:**

26.-30.7.2017

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Olli Kuivalainen, LUT

**Contents:****Russia as a business context:**

- Russian economy and important industries.
- Strategies of foreign companies in Russia.
- Paradigm shifts in business in Russia.

**Russia as a cultural context:**

- Frameworks and tools for analysis of different cultures: advantages and disadvantages.
- Russia as a cultural context: specifics and challenges.
- Applying various methods to understand Russian culture.
- Culture of Russian business organisations.

**Excursion to St. Petersburg, Russia:**

The excursion trip consists of lectures/interactive sessions given by experts in Russian business, and case-example(s). Cultural programme. The excursion lasts three days and the costs are covered by the participants. The price EUR 470 covers travelling, accommodation, the course dinner in St. Petersburg, and a sightseeing trip on Saturday, and lectures/interactive sessions. Participants are responsible for their own visa costs.

**Teaching Methods:**

The teaching methodology mixes lectures with various types of activities that stimulate student's thinking and develop his/her cultural skills, such as self-reflection, group discussions, case analysis, role plays and student presentations (group projects). All these interactive tools are aimed to enable the student to pull out his/her own learning points from these experiences. Therefore, active participation is strongly encouraged.

In addition to the in-class activities there will be hands on 'Russian cultural experience' as part of the course will take place in St. Petersburg, Russia. This second leg of the course consists of lectures/case(s) and cultural programme. A reflective learning diary shall be written individually by all the participants after the excursion to St. Petersburg.

Lectures at LUT (26 – 27.7.2017):

- Lectures and in-class assignments 14 hours.

In-class programme in St. Petersburg (28.7.2017):

- Interactive sessions/case(s) 7 hours
- Cultural programme 7 hours

Independent out of the class study in Lappeenranta, St. Petersburg and after the intensive teaching period:

- Preparation of the in-class assignment and the learning diary (returned approx. three weeks after the excursion) 79 hours.

Total workload 107 hours.

**Assessment:**

Final grade 0-5. Evaluation 0-100 points:

- Active class participation and in-class assignments (including the programme both in Lappeenranta and in St. Petersburg) 30%
- Learning diary 70%

All assignments (including the organised programme in St. Petersburg) to fulfill the active participation criteria must be passed to acquire the final grade.

**Course Materials:**

Selection of the articles and materials distributed in the class. The readings to be announced before / in the class.

**Prerequisites:**

Previous studies in business recommended.

*Digitalization and Technology Management, obligatory*

**A330A0350: Digital Marketing, 3 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Sanna-Katriina Asikainen, Nga Ho-Dac

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

3

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Sanna-Katriina Asikainen  
Assistant Professor, Ph.D. Nga Ho-Dac

**Aims:**

After the course, student should be able to:

- Contrast different digital business models
- Understand the marketing paradigm shift caused by digital technologies
- Know how to use different digital marketing tools to acquire, convert, retain, and grow customers.

**Contents:**

Business models, Marketing paradigm shift, Data-driven marketing, Websites, Display advertising, Content marketing, PR, Affiliate marketing, Viral marketing, Search marketing, Social media marketing, Email marketing, Mobile marketing, Customer acquisition and conversion, Customer retention and development.

**Teaching Methods:**

Field projects and seminars. Guest lectures. In-class hours: 2h introductory lecture, 12h lectures, 6h team discussion. Total in-class: 20 hours.

Out-class hours: 48h team assignments, 2h individual assignment, 10h exam preparation. Total out-class: 60 hours. Total workload for student 80 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Exam 50% and Term paper (groupwork) 50%.

**Course Materials:**

Slides and readings

Text (optional): Roberts and Zahay (2013), Internet Marketing: Integrating Online and Offline Strategies, 3rd edition, South-Western, Cengage Learning

**Prerequisites:**

Principles of marketing

**Limitation for students? (Yes, number, priorities/Leave empty):**

60, MIMM degree students prioritized.

**Places for exchange-students? (Yes, number/No):**

Yes, 20

**Related to:**

to sustainability

**A330A0360: Digitalization Challenge, 3 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Anssi Vanjoki, Sanna-Katriina Asikainen

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

3-4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc.(Tech.) Sanna-Katriina Asikainen

Professor of Practice Anssi Vanjoki

**Aims:**

After the course, student should be able to:

1. Recommend a digital marketing plan
2. Develop digital activities to support and enhance multichannel marketing
3. Design and perform digital marketing campaign
4. Apply the key principles involved in monitoring and measuring digital marketing effectiveness
5. Practice project management skills
6. Perform in customer-seller interface.

**Contents:**

Digital marketing campaign planning, execution and reporting. STP. Content marketing. Analytics and metrics. Conversion. Multichannel marketing.

**Teaching Methods:**

Field projects and seminars. Guest lectures. In-class hours: 2 h introductory lecture, 3. period. 4 h of quest lectures, 3-4 period. 12 h of seminars, 4. period. Total in-class: 18 h.  
 Out-class hours: Field project. 50 h, Preparing report 8 h, Preparing presentation 4 h. Total out-class: 62 h. Total workload for student 80 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Field project and report (groupwork) (90 points). NOTE: Peer evaluation of the group work may effect the grade. Presentation (10 points).

**Course Materials:**

Students are responsible for identifying relevant study materials for their case by themselves.

**Prerequisites:**

Digital marketing

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

**Related to:**

to sustainability

*Digitalization and Technology Management electives, min. 6 ECTS cr of the following*

**A350A0300: Technology and Innovation Management, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Karl-Erik Michelsen

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1-2

**Period:**

2

**Teacher(s) in Charge:**

Professor, Ph.D. Karl-Eric Michelsen

**Aims:**

1. To recognize different types and sources of innovations
2. To interpret how technology changes and how technologies and society interact
3. To characterize the key features of an innovative organization
4. To assess how firms manage both technological and business innovations
5. To analyze the evolutionary process of innovation development
6. To synthesize and critically evaluate the commonly available information



**Contents:**

The course explores the concept of innovation from various points of view: What are innovations, how they are made and how they affect company's strategy and performance. In modern large scale corporations innovations are necessary instruments for growth and competitive edge. Yet, innovation process must be managed and maintained and this requires strategic thinking, vision and courage as well as a particular kind of organizational culture. This course explores how core technologies are created and how they are developed further to serve the needs of company business strategy. Global companies use transparent innovation process in order to facilitate to serve the customers. This course also explores how users affect innovations and what is the role of customer in innovation process. Finally, innovations are not made in isolation, but rather in a context that is affected by regional, national and trans-national innovation systems. After completing the course, the students know how a firm manages its R&D and creates core technologies which are bases for innovation strategy, how the R&D is organized in-house and how it is connected to the regional, national and trans-national innovation systems. Core content: What is an innovation and how innovations are made Innovation typologies: e.g. incremental vs. radical/discontinuous/disruptive innovations. Technological and business innovations. How technology changes and what are the causes of change. The role of R&D and innovations in established firms The role of R&D in new start-up firms Role of innovations in business strategy Process of new product development Commercialization of new innovations Technology adoption life cycle Additional knowledge: Value creation through technology partnerships and networks Innovations and business models The role of customers and users in R&D process. Innovation, technology and growth.

**Teaching Methods:**

In-class hours: Lectures: 24 h; Seminars: 8 h Out-class hours: Preparation for term paper: 60 h; Preparation for lectures:16 h; Preparation for exam:52 h. Total student workload: 160 h

**Assessment:**

Final grade 0-5. Evaluation 0-100 points, individual online exam in Moodle 60 points, term paper 40 points. All assignments must be passed to get the final grade.

**Course Materials:**

Tidd, J. & Bessant, J. (2010) Managing Innovation: Integrating Technological, Market and Organizational Change. 4th Edition. John Wiley & Sons Ltd. Selected articles.

**A350A0111: Strategy Project, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Lasse Torkkeli, Hanna Salojärvi

**Note:**

Replaces course A350A0110 Project course on Strategy and Business Models

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

3-4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Hanna Salojärvi  
Associate Professor, D. Sc. (Econ. & Bus. Adm.) Lasse Torkkeli

**Aims:**

Learning outcomes:

1. To recognize the most commonly used strategic tools & frameworks.
2. To analyse the real-life situation and context of a given case organisation.
3. To select appropriate strategy tools and frameworks for the given case problem.
4. To apply the frameworks and tools of strategy and business models to provide a justified and concrete plan of action.
5. To be able to collaborate in teams.
6. To be able to carry out a project work in a given time-line.
7. To outline a professional written project report.
8. To communicate the findings and recommendations in a convincing, professional way.

**Contents:**

This course applies problem-based learning to a concrete strategy development task from a real case organization. Students work in groups with the given project that starts with a situational analysis and continues with both strategy development and business model description activities, resulting in a concrete strategic action plan for the organization. Each group gets individual coaching from a project supervisor. The course is organized in cooperation with Green Campus Innovations.

**Teaching Methods:**

21 h of pre-work in groups: returning a strategy tool –related presentation in Moodle, 8 hours of introductory seminar,  
 16 hours of seminars including final presentations of the projects to the representatives of the case organisations,  
 7 h of project coaching meetings with the project supervisor, Independent project work in teams: 100 h (finding literature, group meetings, Information gathering, analysis, writing the report) Written final report,  
 presentation of the project work (preparation 8 h). Total student workload: 160 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points. Strategy tool pre-assignment: pass/fail. Max 100 points from project work. Grading of projects: 70 % supervisors, 30 % firm representative.

**Course Materials:**

Handout materials. Other material depending on the project work.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 80. Priority is given to LUT M.Sc. level students in business administration.

**Places for exchange-students? (Yes, number/No):**

Yes

**Places for Open University Students?(Yes, number/No):**

No

**Related to:**

to sustainability

**A365A0711: Accenture Case Workshop, 3 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Lasse Torkkeli, Agnes Asemokha

**Note:**

Maximum of 35 students, based on a pre-assignment. Teams are formed randomly at the beginning of the day. The best student groups will gain access to Accenture Apprentice network.

**Year:**

M.Sc. (Tech.) 1, M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

Intensive week 9

**Teaching Language:**

English

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Lasse Torkkeli

MSc. (Econ. & Bus. Adm.) Agnes Asemokha

**Aims:**

After completing the course, the student will have the ability to apply case methodology (issue based problem solving) used by Accenture, in order to analyze real-life business cases, to evaluate possible solutions to strategic and managerial challenges, and to create professional presentations of the solution. The learning outcomes of the course are the following:

1. To identify the different stages of issue based problem solving case methodology
2. To apply the case methodology in practice to analyze problems
3. To deduce meaningful implications from real-life case issues
4. To construct a written summary of a methodology textbook
5. To organize a multi-cultural group in order to analyze a case problem in a brief amount of time
6. To evaluate possible solutions to a case problem.
7. To create a and present a professional consulting presentation
8. To argue for and to defend consulting recommendations to professional consultants
9. To judge the importance of sustainability in business management through case methodology.

**Contents:**

Issue based problem solving methodology, strategic decision-making, application of frameworks, presentation skills and group work

**Teaching Methods:**

8 hours of interactive seminars, intensive week 9. Preparation for workshop 18 h, 8 hours of interactive seminars. Written assignments 54 h. Total workload for student 80 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Accepted/Failed

**Course Materials:**

[http://www.ollisalo.net/koc/king\\_of\\_cases.pdf](http://www.ollisalo.net/koc/king_of_cases.pdf) <https://www.mindtools.com/> Hammond (1976). Learning by the case method. Harvard Business School material.

**Prerequisites:**

This workshop is targeted at students who have already completed their bachelor degree and are studying in masters' programmes in business administration, industrial engineering and management or computer science.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 35

**Places for exchange-students? (Yes, number/No):**

Yes, 10

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

To sustainability

*s, Elective Internship 2-6 cr*

**A130A2200: Internship for Master's Programmes, 2 - 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Note:**

This course concerns students in MIMM, MSF, MSIS and MSM master's programmes. Registration for the course directly to the teacher any time during the academic year but before the planned practical training. The instructions for the training are given by the teacher. NB! Bachelor's and Master's degrees can include a total of 12 credits of practical training. The student can divide the credits in both of the degrees or the training can be included in its entirety in one of the degrees. However, in Master's degrees, maximum of 6 ECTS credit are acceptable as electives in core studies, and extra ECTS credits can be accepted in electives in Master's degrees. The student is free to find a suitable company / organization of his/her choice. The planned internship (organization, time, content, tasks) needs to be agreed by the internship coordinator in advance. It is advisable that Master's programmes' students would have an international element in their internships. Only the internship, which the student does during his/her studies at LUT, is acceptable.

The internship can be accepted only if the working hours are an average of 10 hours per week.

Student cannot apply for credits both for internship and for Project Work Course (A130A1000) from the same practical training.

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1-2

**Period:**

1-4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Please see UNI-portal: <https://uni.lut.fi/en/web/lut.fi-eng/internship> (UNI-portal > Degree Programmes > Business Administration > Instructions > Internship).

**Aims:**

The aim of the internship for Master's Programmes is to provide the students an opportunity to put their theoretical knowledge into practice, and to build networks in the job market. The student applies the

knowledge learned in the university studies to complete the work tasks in a target organization. The student also develops skills in order to apply knowledge in his/her future career. In addition, the student gains new experience-based knowledge that can be utilized in studies, for example in assignments and in Master's Thesis.

**Contents:**

Applying previously learned knowledge, Gaining experience-based knowledge, Writing a report.

**Teaching Methods:**

The practical training period in the target company 4 – 12 weeks, writing of the report (2-3 pages). Periods 1 – 4. Total workload in study hours 52 – 160 h (in work hours 160 – 480 h). See UNI-portal for instructions and further information: UNI-portal > Degree Programmes > Business Administration > Instructions > Internship.

**Assessment:**

Accepted / failed, report 100%.

**Course Materials:**

See UNI-portal for instructions: UNI > Degree Programmes > Business Administration > Instructions > Internship.

**Prerequisites:**

Bachelor's studies. For MIMM students: A330A0300 Strategic Global Marketing Management; A330A0251 Internationalization of the Firm; A350A0300 Technology and Innovation Management. For MSF students: A220A0200 International Financial Management; A220A0650 Financial Theory and Valuation; A220A0101 Derivatives and Financial Risk Management. For MSM students: A310A0101 Strategic Supply Management

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

## **KaMimmAs1: Academic Skills, 6 cp**

**Validity:** 01.08.2015 -

**Form of study:** Major studies

**Type:** Study module

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

No course descriptions.

*Obligatory*

## **A365A0551: Master's Transferable Skills, 3 cp**

**Validity:** 01.08.2014 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Karl-Erik Michelsen

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

1-2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor Ph.D. Karl-Erik Michelsen

**Aims:**

The learning outcomes of the course are the following: -To understand the principles of scientific method and to know how relevant objective knowledge is produced. -To be able to read critically and write fluently academic text -To be able to design and organize independently a research project -To be able to set relevant goals and to work in multicultural teams

**Contents:**

The course covers the following themes: - What is science and what is scientific method - Academic argumentation - Scientific writing - Basics of project work and project management - Basics of team work

**Teaching Methods:**

Compulsory intensive lectures 4 hours total done in one day. No exceptions allowed. Four personal assignments each 20 hours of time. Total workload between 80 to 100 hours. Moodle is used in this course.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluated on scale 0 - 100 p. Lectures are compulsory, assignments each 1 - 25 points.

**Course Materials:**

Selected materials, available in Moodle.

**Prerequisites:**

Bachelor´s Degree

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**A330A8500: Master's Thesis Seminar, International Marketing Management, 3 cp**

**Validity:** 01.08.2014 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Sanna-Katriina Asikainen, Asta Salmi

**Year:**

M.Sc. (Econ. & Bus. Adm.) 2

**Period:**

1-2, 3-4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Sanna-Katriina Asikainen (Autumn 2017)

Professor, D.Sc. (Tech.) Asta Salmi (Spring 2018)

**Aims:**

The aim of the research seminar course is to support students' process of writing a thesis and conducting scientific research. Upon completion of the course, students will be able to delimit and define the purpose and the topic of the research. The students know the theory and research methods relevant to their main subject. They understand the importance of theoretical framework in own research and in solving empirical research problems. Students are able to justify and explain the main points of the research both in oral presentation and in written format. Students can assess, evaluate and analyze reports written by other students and defend their own choices relating to the research in the seminars. Students can collect and choose relevant literature based on critical evaluation. They demonstrate the ability to compare and combine information based on literature and empirical material.

**Contents:**

The research seminar consists of the following phases: 1. Introductory lecture 2. Assignments on topic selection, research aim, research questions and theoretical framework, 3. Presentations of research plans; acting as discussants for other's work 4. Presentations of intermediate version of the thesis (60-70 % complete, including literature review, research design and preliminary findings)

**Teaching Methods:**

Seminar execution 2 times per year. (Autumn 2016/Spring 2017) Compulsory participation for one session of each seminar phase. - Introductory lecture, presentations of analyses of completed Master's Thesis, discussion on topic choice (7 h). - Seminar I: presentation of the topic analysis (7 h). - Seminar II: presentation of the research plan and acting as a discussant for another student's report (7 h). - Seminar III: presentation of the intermediate version of the thesis (7 h). - Preparing for the seminars and drawing up the first preliminary version of the manuscript (52 h). Total seminar workload 80h. Moodle is used in this course.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Accepted / failed. In order to pass the course, the student is expected to participate actively in the seminars, accomplish assignments (in Moodle) and proceed in his/her own research work according to the course schedule. Similarity tests of all ready theses will be performed in order to check for plagiarism.

**Course Materials:**

Lecture notes and other assigned materials.

**Prerequisites:**

Thesis project idea that has been preliminary approved by the thesis supervisor. (returned in Moodle)  
Approximately 30 ECTS cr. MIMM studies.

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

**Related to:**  
to sustainability

## **KaMIMM6: , 48 cp**

**Validity:** 01.08.2015 -

**Form of study:** Major studies

**Type:** Study module

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

No course descriptions.

*Obligatory*

## **A330A0100: International Business Strategies, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Jari Varis, Antero Tervonen, Anssi Tarkiainen

**Year:**

M.Sc. (Econ. & Bus. Adm.) 2

**Period:**

1-2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Tech.) Jari Varis

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Anssi Tarkiainen

**Aims:**

The aim of the course is to familiarize students with strategic planning for international business in general and the management and execution of international business strategies within the context of multinational corporations in particular; To help the students to develop an understanding of various international or global strategies and their advantages and disadvantages. The assignment aims to expose the students to actual management challenges in an international context. After completing the course the students should be able to:

- analyze technology intensive international marketing environment, and to generate and carry out properly justified international business strategies.
- decompose the corporate strategy into functional strategies (e.g. marketing or production strategy), and to coordinate and critically evaluate the implemented strategies, by interpreting key financial indicators of performance;
- plan, communicate, and carry out a group research project applied to a firm in a simulation,
- work in a multi-cultural team;
- be able to interpret new information critically and systematically and be able to develop ideas and projects based on this information;
- be able to apply knowledge gained from the course, in addition to that provided by additional reading, analysis and discussion, to the events, activities and/or strategies of an actual firm or organisation.



- participate in discussion on topics of international business interest, and to stimulate and answer questions from a knowledgeable audience;
- develop a mindset that fosters sustainability, and global, market and technology orientation in a global business environment

**Contents:**

The skills and application of critical inquiry into your reading, discussions, and situations and experiences that you encounter with regard to international business, both inside and outside the classroom setting. The international business planning process and its content especially related to international marketing. International and global business strategies. Strategic tools for analyzing the internal and external environment, for example resource and product positions. Organization of resources, capabilities and knowledge within a multinational corporation. Implementation methods of an international business strategy. International finance, international HRM, international production and sourcing strategies, corporate social responsibility. OLI paradigm, institutional theory, international technology strategy, real-life firm strategy examples (provided by a guest lecturer).

**Teaching Methods:**

18 h of interactive lectures, 1st period. 10 h of interactive lectures, 2nd period. Group assignment/project work based on simulation exercises in international groups (incorporating online simulation and written group assignments: a strategic plan and a reflective report) 97 h, mid-term tutorial (each group independently with tutors), 1 h mental map assignment, 2 h preparation for lectures and exam. 32 h written exam. Total course 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

Yes

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Active class participation Assignment(s): oral and written project work in groups, 70 points Exam, 30 points All assignments (including the exam) must be passed.

**Course Materials:**

Lasserre, P: (2012). Global Strategic Management (3rd edition). Peng, M.W. (2009). Global Strategy (2nd edition). Assigned reading (collection of articles). Guide manual for the simulation. Slides from the lectures.

**Prerequisites:**

A330A0300 Strategic Global Marketing Management, A330A0251 Internationalization of the Firm and Global Marketing, A350A0300 Technology and Innovation Management

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 100, The number of students attending the course may have to be limited based on a pre-exam if the number of students exceeds 80. In registration, priority is given to LUT School of Business Master's students and foreign exchange students with earlier knowledge of international business.

**Places for exchange-students? (Yes, number/No):**

Yes, 30

**Places for Open University Students?(Yes, number/No):**

No

**A330A0151: International Entrepreneurship Challenge, 6 cp**

**Validity:** 01.08.2013 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Jari Varis, Lasse Torkkeli

**Year:**

M.Sc. (Econ. & Bus. Adm.) 2

**Period:**

1-2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Lasse Torkkeli

Associate Professor, D.Sc. (Tech.) Jari Varis

**Aims:**

The learning outcomes of the course are the following:

1. to be able to analyze the processes of international entrepreneurship both from theoretical and practical standpoints.
2. to be able to evaluate the main characteristics of successful international entrepreneurs.
3. to be able to outline the nature, benefits and drawbacks of an international expansion strategy in entrepreneurial firms.
4. to be able to assess the actual opportunities and challenges that entrepreneurs have to deal with when internationalizing their businesses.
5. to be able to evaluate the variety of international marketing strategies available to organizations in a range of environmental contexts.
6. to be able to develop internationalization plan
7. to be able to apply the knowledge on entrepreneurial firm internationalization in knowledge and technology-intensive environments
8. To be able to collaborate in cross-cultural teams 9. To be able to design and deliver various kinds of presentations focusing on international entrepreneurship and marketing for a corporate audience

**Contents:**

Evolution of international entrepreneurship as a field of study, development of internationalization plan, competitive strategies and international business operations for small and medium-sized firms: e.g. marketing, human resources, R&D and financing, managing entrepreneurial ventures in the global marketplace, tools and frameworks in analysis of a particular international entrepreneurial opportunity and creation of a business plan. Characteristics of successful international entrepreneurs, specific features of knowledge-intensive, high tech and software industries, project management

**Teaching Methods:**

12 hours of lectures, 3 hours of case narrative presentations, 12 hours of field project presentations, 0,5 hours of group tutorials, 26 hours of preparation for lectures, 13 hours of preparation for case narrative, 59 hours of preparation for field project, 1,5 hours of preparation for group tutorial, 7 hours of preparation for field project presentation, 26 hours of preparation for oral group exam and exam. Total course 160 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Active class and tutorial participation International Entrepreneurship Challenge, consisting of three assignments: Assignment 1a: Case narrative of chosen

firm/ entrepreneur (10 points) Assignment 1b: Project plan (Pass-Fail) Assignment 2: Planned field project & Presentation (50 points) (Peer evaluation in the group work has an effect on the grade) Oral group examination (40 points) All assignments must be passed to acquire the final grade.

**Course Materials:**

1. Äijö Toivo, Kuivalainen Olli, Saarenketo Sami, Lindqvist Jani & Hanninen Hanna (2005) Internationalization Handbook for the Software Business, Centre of Expertise for Software Product Business, Espoo 2005.
2. Hisrich Robert D. (2009) International Entrepreneurship – Starting, Developing, and Managing a Global Venture, SAGE Publications.
3. Additional reading and material assigned in class.

**Prerequisites:**

A330A0300 Strategic Global Marketing Management, A350A0300 Technology and Innovation Management, A330A0251 Internationalization of the Firm and Global Marketing (or similar type of courses)

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 80, The number of students attending the course may have to be limited based on a pre-exam if the number of students exceeds 80. In registration, priority is given to LUT School of Business Master's students and foreign exchange students with earlier knowledge of international business.

**Places for exchange-students? (Yes, number/No):**

Yes, 20

**Places for Open University Students?(Yes, number/No):**

No

**Related to:**

to sustainability

**A330A9000: Master's Thesis, International Marketing Management, 30 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Teachers:** Jari Varis, Olli Kuivalainen, Sanna-Katriina Asikainen, Sami Saarenketo, Asta Salmi, Hanna Salojärvi, Lasse Torkkeli, Anssi Tarkiainen, Joonas Keränen

**Year:**

M.Sc. (Econ. & Bus. Adm.) 2

**Period:**

1-2, 3-4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Sanna-Katriina Asikainen,  
 Professor, D.Sc. (Econ. & Bus. Adm.) Olli Kuivalainen,  
 Professor, D.Sc. (Econ. & Bus. Adm.) Sami Saarenketo,  
 Professor, D.Sc. (Econ. & Bus. Adm.) Asta Salmi,  
 D.Sc. (Tech.) Joonas Keränen,  
 D.Sc. (Econ. & Bus. Adm.) Anssi Tarkiainen,  
 D.Sc. (Econ. & Bus. Adm.) Lasse Torkkeli,  
 D.Sc. (Econ. & Bus. Adm.) Hanna Salojärvi  
 D.Sc. (Tech.) Jari Varis

**Aims:**

The overall goal of the thesis is for the student to display the knowledge and capability required for independent work as a Master of Science in Economics and Business Administration and especially in the area of international marketing management. After completing the thesis, students will be able to carry out independently a scientific research project and will thus be able to: delimit and define a research topic and tasks; demonstrate an ability to independently identify and formulate issues and to plan and, using appropriate methods, carry out advanced tasks within specified time limits; demonstrate knowledge and understanding in their main field of study, together with insight into current research; demonstrate deeper methodological knowledge in their main field of the study; demonstrate an ability to integrate knowledge and to analyse, assess and deal with complex phenomena, issues and situations; demonstrate an ability to report scientific research in written academic format; clearly present and discuss conclusions and the knowledge and arguments behind them.

**Contents:**

The student applies the knowledge and skills of previous studies and the Master's Thesis Seminar course in conducting Master's Thesis research and reporting it. The student performs and schedules different phases of research and reporting.

Topic of the master's thesis has to be confirmed as soon as the topic has been decided with the supervisor. Use form 1A in UNI-portal.

**Teaching Methods:**

Master's Thesis: research execution and written reporting (800 h)

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Thesis: laudatur (best grade), eximia cum laude approbatur, magna cum laude approbatur, cum laude approbatur, non sine laude approbatur, lubenter approbatur, approbatur, improbatur (failed). All theses submitted for evaluation will undergo similarity check for plagiarism.

**Course Materials:**

Master's Thesis – instructions, materials available in Moodle and Uni portals.

**Prerequisites:**

Participation in Master's Thesis Seminar; approximately 30 ECTS cr. MIMM studies.

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

**Related to:**

to sustainability

*ExExchangeble (min. 6 ECTS cr*

**A330A0201: Marketing of High Technology Innovations, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Sanna-Katriina Asikainen, Sanjit Sengupta, Igor Laine

**Note:**

The number of students attending the course is limited to 60. In registration, priority is given to LBM MIMM degree students followed by LUT LBM degree students.

**Year:**

M.Sc. (Econ. & Bus. Adm.) 2

**Period:**

1-2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Sanna-Katriina Asikainen

Professor, PhD Sanjit Sengupta

Post-doctoral researcher, D.Sc. (Econ. & Bus. Adm.) Igor Laine

**Aims:**

After the course, student should be able to:

1. distinguish the special characteristics of high technology marketing environment and evaluate relevant opportunities and threats for a global business.
2. develop and evaluate marketing strategies in high technology environments
3. make marketing decisions in high technology environments
4. solve real life high technology marketing problems
5. apply and develop skills in theory application, information acquisition, analyses, and communications.
6. develop social and intercultural competence by working in intercultural groups

Course aims to provide a deep understanding of the functions of marketing regarding challenges and opportunities in high technology products and markets; assist the participants to understand the virtue and limitations of traditional marketing thinking and tools in emergent high technology markets.

**Contents:**

Contingency model of high technology marketing. Special characteristics of high technology markets. Strategy and Corporate Culture in High-Tech firms. Partnerships and Alliances. Marketing Research in High-Tech Markets. Understanding High-Tech Customers. Product development and Management issues in High-Tech markets. Pricing Considerations in High-Tech Markets. Advertising and Promotion in High-Tech Markets. New product launch strategies.

**Teaching Methods:**

Lectures, homework and case assignments, seminars, exam.

In-class hours: 2 h introductory lecture, 1.period. 6 h of live lectures, 1.period. 6 h of live seminars, 2. period. 1 h of case method introduction, 1. Period. 2 h business case lecture, 2 period. Total in-class: 17 h

Out-class hours: 30 h of exam preparation, 10 h for preparing for lectures, 13 h for doing homework assignment, 65 h for doing case assignments, 25 h for solving the business case. Total out-class: 143 h. Final written exam. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Exam (35 points), Homework assignments (10 points), Case assignments (groupwork) (30 points) and case presentation (groupwork) 10 points. NOTE: Peer evaluation of the group work may effect on the grade. Business case (groupwork) (15 points)

**Course Materials:**

1. Mohr, Jakki, Sanjit Sengupta, and Stanley Slater (2010) Marketing of High-Technology Products and Innovations. Third Edition. Pearson Prentice Hall. Web site <http://marketinghightech.net/> 2. Assigned reading.

**Prerequisites:**

Principles in marketing, Strategic Global Marketing Management

**Limitation for students? (Yes, number, priorities/Leave empty):**

The number of students attending the course is limited to 60. In registration, priority is given to LBM MIMM degree students followed by LUT LBM degree students, exchange students with earlier knowledge on marketing/international business/technology management.

**Related to:**

to sustainability

**A330A0221: Marketing of High Technology Innovations: Applications, 3 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Sanna-Katriina Asikainen

**Note:**

This course can only be taken if one has read 3 ECTS Summer School course: A330A5000 International Marketing of High Technology Products and Innovations.

**Year:**

M.Sc. (Econ. & Bus. Adm.) 2

**Period:**

1-2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Sanna-Katriina Asikainen

**Aims:**

After the course, student should be able to:

1. solve real life high technology marketing problems
2. apply and develop skills in theory application, information acquisition, analyses, and communications.
3. develop social and intercultural competence by working in intercultural groups.

Course aims to provide a deep understanding of the functions of marketing regarding challenges and opportunities in high technology products and markets; assist the participants to understand the virtue and limitations of traditional marketing thinking and tools in emergent high technology markets.

**Contents:**

Contingency model of high technology marketing. Special characteristics of high technology markets. Strategy and Corporate Culture in High-Tech firms. Partnerships and Alliances. Marketing Research in High-Tech Markets. Understanding High-Tech Customers. Product development and Management issues in High-Tech markets. Pricing Considerations in High-Tech Markets. Advertising and Promotion in High-Tech Markets. New product launch strategies.

**Teaching Methods:**

Assignments, seminars and introductory lecture.

In-class hours: 6 h of seminars, 2.period. 1 h of case method introduction, 1. period. 2 h business case lecture, 2. period. Total in-class: 9 h.

Out-class hours: 41 h for doing assignments, 10 h for preparing presentation, 20 h for business case. Total out-class: 71 hours. Total workload for student 80 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points: Case assignments (groupwork) (55 points). NOTE: Peer evaluation of the group work may effect on the grade. Business case (groupwork) (30 points). Presentation (15 points).

**Course Materials:**

1. Mohr, Jakki, Sanjit Sengupta, and Stanley Slater (2010) Marketing of High-Technology Products and Innovations. Third Edition. Pearson Prentice Hall. Web site <http://marketinghightech.net/> 2. Assigned reading.

**Prerequisites:**

Principles in marketing, Strategic Global Marketing Management

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, this course can only be taken if one has read 3 ECTS Summer School course: A330A5000 International Marketing of High Technology Products and Innovations.

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

**Related to:**

to sustainability

**A330A5000SS: International Marketing of High Technology Products and Innovations, 3 cp**

**Validity:** 01.06.2012 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Sanjit Sengupta, Sanna-Katriina Asikainen

**Note:**

The course topics are related to sustainable development.

**Year:**

M.Sc. 2

**LUT Summer School time:**

24.-28.7.2017

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Sanna-Katriina Asikainen, LUT

**Aims:**

Learning outcomes:

- Distinguish the special characteristics of high technology marketing environment (like the type of innovation, market and technology uncertainties, network externalities) and assess external high technology environments (e.g. relating to competitive landscape, consumer behavior, markets) in global scale.
- Evaluate and justify marketing strategies in high technology environments.
- Make marketing decisions in high technology environments.

Course aims to provide a deep understanding of the functions of marketing regarding challenges and opportunities in high technology products and markets; assist the participants to understand the virtue and limitations of traditional marketing thinking and tools in emergent high technology markets.

**Contents:**

- Strategy and corporate culture in high tech firms.
- Partnerships and alliances.
- Marketing research in high tech markets.
- Understanding high tech customers.
- Product development and management issues in high tech markets.
- Pricing considerations in high tech markets.
- Advertising and promotion in high tech markets.

**Teaching Methods:**

- Lectures and in-class assignments 30 hours
- Preparing for lectures 25 hours
- Preparing for exam 25 hours

Total workload 80 hours.

**Assessment:**

Final grade 0-5. Evaluation 0-100 points:

- Exam 50 points
- In-class assignments 30 points
- Class participation 20 points

**Course Materials:**

- Mohr, Jakki, Sanjit Sengupta, and Stanley Slater (2010) Marketing of High-Technology Products and Innovations. Third Edition. Pearson Prentice Hall. Web site <http://marketinghightech.net/>
- Assigned reading.

**Prerequisites:**

For summer school students: previous studies in business recommended.

For MIMM degree students at LUT: Internationalization of the Firm and Global Marketing, Strategic Global Marketing Management, Technology and Innovation Management.

## Descriptions of courses and study modules not included in the degree structures

KaSOJoht: , 24 - 35 cp



**Validity:** 01.08.2016 -

**Form of study:**

**Type:** Study module

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

No course descriptions.

*Obligatory studies 24 op*

**A130A0550: Introduction to Organizational Behavior, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Anna-Maija Nisula

**Year:**

B.Sc. (Econ. & Bus. Adm.) 1

**Period:**

3-4

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Tutkijatohtori, KTT, Anna-Maija Nisula

**Aims:**

After completing the course a student is able to define the basic concepts of organizational behavior and identify these concepts by definition. The student is also able to describe and explain theoretical entities that are composed by the association of the basic concepts.

**Contents:**

The course examines organizational behavior on individual, group, and organization –levels. On the individual-level, the main themes of the course are personality and values, perception and decision-making, attitudes at work, basic concepts of motivation and their applications, and moods and emotions. On the group-level, the main themes are groups and teams, leadership, power and politics, and conflict and negotiation. On the organization level the content includes culture and change. Research methods in organizational behavior. Psychological ownership in organizations.

**Teaching Methods:**

Online course. Independent work and written assignments 86h. Written exam and preparation for the exam, 74 h. Total workload for the student 160 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

Yes

**Assessment:**

Final grade 0 – 5. Evaluated on scale 0 – 100 points. Examination 60%, written assignments 40%.

**Course Materials:**

1. Robbins, S. P. & Judge, T. A. (2009). Organizational Behavior. 13th Edition, New Jersey: Pearson/Prentice Hall. 2. Materials announced by the lecturer.

**A370A0300: Dimensions of Entrepreneurship, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Markku Ikävalko, Katja Lahikainen

**Year:**

B.Sc. (Econ. & Bus. Adm.) 2

**Period:**

4

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Markku Ikävalko

M.Sc. (Econ. & Bus. Adm.) Katja Lahikainen

**Aims:**

By the end of the course, students will be able to:

- recognize the different elements of entrepreneurship and the lines of research
- name the most important branches of entrepreneurship research and the methodological bases of them
- interpret similarities and differences between entrepreneurship and SME-management
- explain the core processes of entrepreneurship and structures connected to them

**Contents:**

At the basic level a student is familiar with entrepreneurship and SME's as part of economy, psychological and sociological interpretations of entrepreneurship, entrepreneurship as creating of new business and as a recreating driving force inside organizations. At the higher level of competence a student knows the principles of exploiting, making use of and creating entrepreneurs at individual level, at organizational level and in processes, and to utilize this knowledge in his/hers research plan.

**Teaching Methods:**

Lectures 24 h, small group working / written article reports 50 h, individual learning assignment 60 h and reporting 26 h. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation 0-100 points. Group works/written article reports 50%, assignment 50%.

**Course Materials:**

- Lecture notes - Collection of articles - Other material by announcement of the lecturers.

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**A370A0401: Case-Course of Business, 6 cp****Validity:** 01.08.2012 -**Form of study:** Basic studies**Type:** Course**Unit:** LUT School of Business and Management**Grading:** Study modules 0-5,P/F**Teachers:** Jukka-Pekka Bergman**Year:**

B.Sc. (Econ. &amp; Bus. Adm.) 3

**Period:**

1-2, 3-4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Post-Doctoral Researcher, D.Sc. (Tech.) Jukka-Pekka Bergman

**Aims:**

After completing the course, the student is familiar with basics of case-writing. S/he is able to describe business practices, organizational processes and structures, and explain their development using the frameworks s/he has previously learned. In addition, the student is able to construct a well-written description of a case-company and its development as well as development targets using different empirical materials and methods.

**Contents:**

Strategy analysis. Case study methodology. Case-writing.

**Teaching Methods:**

Lectures 4 h, selection of case-company and collection of data 40 h, reading of the literature needed in the description 40 h, case-writing in English (international groups) or Finnish 76 h and possible final seminar (4 hours). Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0–100 p. Literary group assignment 100%.

**Course Materials:**

Lecture slides.

**Prerequisites:**

B. Sc. (Econ. & Bus. Adm.) 2 studies

**Places for exchange-students? (Yes, number/No):**

Yes

**Places for Open University Students?(Yes, number/No):**

This course has 1-10 places for open university students. More information on the web site for open university instructions.

**A380A0130: Business relationships in international value networks, 6 cp**

**Validity:** 01.08.2017 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Anni-Kaisa Kähkönen, Terhi Tuominen

**Year:**

B.Sc. (Econ. & Bus. Adm.) 3

**Period:**

1

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Anni-Kaisa Kähkönen

**Aims:**

The aim of the course is to familiarize students with different business relationships in value networks, with the management of relationships and networks, and the characteristics of international business relationships and collaborative networks.

Upon completion the course students are able to

- understand the main concepts and theoretical backgrounds of collaboration and networks
- analyze the benefits and challenges of relationships and networks
- recognize and understand the characteristics of value networks
- define supplier and customer relationships
- participate to the development of relationships.

**Contents:**

The concepts and theories of collaboration and networking, characteristics of value networks, the benefits and challenges of collaboration, managing of collaboration and networks, vertical and horizontal collaboration, the management of supplier relationships and customer relationships. Case assignment, visiting lecturer from company.

**Teaching Methods:**

Lectures 14 h, independent reading assignments and preparation for lectures 14 h, pre-assignments for lectures and writing the written reports 22 h. Case assignment including written reports and class presentations, 55 h. Exam and preparation for exam 55 h, 1 period. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points. Written exam 40 %, case assignment 40 %, pre-assignments for lectures 20 %, all assignments must be passed to obtain final grade.

**Course Materials:**

1. Lecture materials, 2. Assigned reading, 3. Selection of journal articles

**Prerequisites:**

B.Sc. (Econ. & Bus. Adm.) General studies

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

Yes, 5.

**TuSOYritt: , 20 - 35 cp**

**Validity:** 01.08.2016 -

**Form of study:**

**Type:** Study module

**Unit:** LUT School of Business and Management

No course descriptions.

*Obligatory*

**CS34A0302: Entrepreneurship Theory, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Timo Pihkala, Marita Rautiainen

**Note:**

Opintojakso sisältyy myös yrittäjyyden sivuaineeseen. Mikäli kurssilla on vain suomenkielisiä osallistujia, se luennoidaan suomeksi.

**Year:**

M.Sc. (Tech.) 1

**Period:**

1

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Timo Pihkala

D.Sc. (Econ. & Bus. Adm.) Marita Rautiainen

**Aims:**

The student becomes familiar with the basic concepts of entrepreneurship, entrepreneurship theory and the latest theoretical directions within entrepreneurship research.

**Contents:**

Basic concepts of entrepreneurship, entrepreneurship theory, entrepreneurial person and the latest theoretical directions.

**Teaching Methods:**

Independent studies 148 h, lectures 8 h, total 156 h.

**Suitability for doctoral studies (Yes/Leave empty):**

Yes

**Doctoral School course where enrollment is in WebOodi (Yes/Leave empty):**

Yes

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

Yes

**Examination in Exam (Yes/No):**

No

**Assessment:**

0-5, Moodle-exams (50%) and written assignment (50%).

**Course Materials:**

Bridge, S., O'Neill, K. and Cromie, S. (2003): Understanding, Enterprise, Entrepreneurship and Small Business. (2nd ed.) Palgrave-MacMillan Shane, Scott: A general theory of entrepreneurship. The individual-opportunity nexus. Edward Elgar. Lecture materials

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, maximum 100. Priority is given to the student in Entrepreneurship masters program and students of entrepreneurship minor.

**Places for exchange-students? (Yes, number/No):**

Yes

**Places for Open University Students?(Yes, number/No):**

This course has 15- places for open university students. More information on the web site for open university instructions.

**CS34A0732: New Venture Creation, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Timo Pihkala, Marita Rautiainen

**Year:**

M.Sc. (Tech.) 1

**Period:**

3

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Timo Pihkala

**Aims:**

The course targets on the entrepreneurial phenomenon and especially on start-up analysis. After the course the student is familiar with entrepreneurship theory that integrates creativity, resource-based characteristics and accounting. In addition, the student will manage the start-up process, the main calculations prior to the start-up and the preparation of business plan.

**Contents:**

Entrepreneurship process, start-up theory, start-up strategies, activities in start-up, financial analysis of the business concept, business plan and evaluation criteria

**Teaching Methods:**

Lectures 20 h. Prior reading 60 h. Written assignment 76 h. In total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grades 0-5, evaluation 0-100 points. Assignments 100%.

**Course Materials:**

1. Wickham, Phillip A.: Strategic entrepreneurship: a decision-making approach to new venture creation and management. London: Pitman Publishing, 1998 tai uudempi. 328 s.
2. McKinsey & Co. (2000). Ideasta kasvuyritykseksi. WSOY. Helsinki. 245 s.
3. Lecture material

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, maximum 80. Priority is given to the student in Entrepreneurship masters program and students of entrepreneurship minor.

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 15- places for open university students. More information on the web site for open university instructions.

*Selectable***CS30A1372: Creative Design and Problem Solving, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Andrzej Kraslawski

**Year:**

M.Sc. (Tech.) 1

**Period:**

1-2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, Ph.D. Andrzej Kraslawski

**Aims:**

Learning outcomes: After fulfilling all requirements of the course, the students will be able to: 1. Understand the principles of creative problem solving 2. Know the basic methods of creative design 3. Work in team during the design process 4. Apply methods of creative design to products, processes, services and business methods

**Contents:**

The major subjects of the course are: Major Steps in Problem Solving Types of Problems Types of Design Concept of Creativity Survey of Intuitive and Structured Methods of Creativity Enhancement Types of Brainstorming Check lists Morphological analysis Syntectics Case-based Reasoning Graphical Methods Evaluation of Ideas

**Teaching Methods:**

The course is organised as a combination of regular lectures and interactive problem-solving sessions and project works. The in-class problem-solving sessions will be based on the team work realised by the groups of 3-5 students. The 3-4 project works will be realised by the groups of 3-4 students during the out-of-class activities and it will be finished with the preparation of the project report. In-class teaching and problem-solving sessions 42 h, project works 88 h. Total workload 130 h.

Lectures, in class activity, period 1.

Project work, out-of - class activity, period 2.

Project work 88 hours

**Suitability for doctoral studies (Yes/Leave empty):**

Yes

**Doctoral School course where enrollment is in WebOodi (Yes/Leave empty):**

Yes

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation: Generated solutions of the in class problems 40 %, project reports 30 %, written exam 30%. Obligatory presence during 90% of in-class activities.

**Course Materials:**

Course slides.

Tony Proctor

Creative problem solving for managers

Routledge; 3rd edition, 2009

H. Scott Fogler and Steven E. LeBlanc

Strategies for Creative Problem Solving

Prentice Hall, 3rd edition , 2013

David Silverstein, Philip Samuel, Neil DeCarlo

The Innovator's Toolkit: 50+ Techniques for Predictable and Sustainable Organic Growth

Wiley, 2009

Alexander Osterwalder and Yves Pigneur



Business Model Generation  
Osterwalder and Pigneur, 2010

**Prerequisites:**

Basic courses of management. Basic knowledge of engineering disciplines (e.g. process or mechanical engineering).

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 90

**Places for exchange-students? (Yes, number/No):**

Yes, 35

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**CS34A0401: Strategic Entrepreneurship in an Age of Uncertainty, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Ekaterina Albats, Justyna Dabrowska, Marko Torkkeli

**Year:**

M.Sc. (Tech.) 1

**Period:**

1

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Marko Torkkeli

**Aims:**

Managing in a knowledge-based economy, Managing by Core Competences, Knowledge intensive firms, Uncertainty. Are they the latest buzz words or another passing managerial fad? Old wine in new bottles? Or perhaps, just perhaps, a fundamental means of survival and success for modern day corporations? Given the amount of effort that has been devoted to the topic by both academics and practitioners, it appears worth taking a deep and dispassionate look at the role of entrepreneurial thinking in sustained competitive advantage. The goal is to learn as you go and effectively convert assumptions to knowledge at a low cost. During the course students learn to develop and test a business idea following the discovery driven planning steps as well as using the uncertainty management tools of Attribute Mapping, Supply Chain Analysis, Differentiation, Quizzing and Market-Busters. The course does not teach business plan writing but rather focuses on opportunity recognition and feasibility assessment. Moreover, it adds the elements of lean and guerilla marketing as well as social entrepreneurship as possible avenues in dealing with entrepreneurial challenges.

**Contents:**

During the course students learn to develop and test a business idea following the feasibility analysis, discovery driven planning steps as well as using the uncertainty management tools of Attribute Mapping, Supply Chain Analysis, Differentiation, Quizzing and Market-Busters. The course does not teach business plan writing but rather focuses on opportunity recognition and feasibility assessment. Moreover, it adds the elements of lean and guerilla marketing as well as social entrepreneurship as possible avenues in dealing with entrepreneurial challenges.

Entrepreneurial thinking, uncertainty management, strategic entrepreneurship, discovery-driven planning.

**Teaching Methods:**

Lectures 20 h, Independent study 73 h, seminar work writing 63 h, 1. period. Total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Based on assignment and in-class work, participation in the lectures required.

**Course Materials:**

Lectures and additional reading provided in the class. Book: McGrath Rita and MacMillan Ian, (2000). The Entrepreneurial Mindset. Harvard Business School Press.; McGrath Rita and MacMillan Ian, (2005). MarketBusters: 40 strategic moves that drive exceptional business growth. Harvard Business Press.

**Places for exchange-students? (Yes, number/No):**

Yes, 15

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**CS34A0551: Business Idea Development, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Suvi Konsti-Laakso, Timo Pihkala

**Year:**

M.Sc. (Tech.) 1

**Period:**

2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Timo Pihkala

**Aims:**

Student can describe and explain key theoretical approaches associated to business idea development. The student learns to identify, develop and assess business opportunities and ideas. The student is familiar with and can apply different systematical tools and techniques related to business idea development.

**Contents:**

Core content: fuzzy-front end of entrepreneurial process, opportunity recognition, sources of business ideas, systemic generation of ideas; business idea related methods, structures and environments.

Supplementary content: innovation and creativity

Specific content: customer-oriented thinking

**Teaching Methods:**

Lectures 16 h. Learning diary and assignments 80 h. Written group assignment 60 h. In total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grades 0-5, Learning diary (60%) and group work and presentation (40%).

**Course Materials:**

Study materials include article package and it will be announced later.

**Places for Open University Students?(Yes, number/No):**

This course has 15- places for open university students. More information on the web site for open university instructions.

**A330A5101SS: Creativity and Entrepreneurship in New Product Development from Silicon Valley's Perspectives, 3 cp**

**Validity:** 01.06.2015 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Olli Kuivalainen

**Note:**

The course topics are related to sustainable development.

**Year:**

M.Sc. 1-2

**LUT Summer School time:**

17.-21.7.2017

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor D.Sc. (Econ.) Olli Kuivalainen, LUT

**Aims:**

Learning outcomes:

- To understand important elements of marketing strategy that is related to product management.
- To develop an in-depth understanding of new product/service development and management.
- To understand and utilise a process-oriented framework for making new product/service development decisions.
- To enhance business communication skills through preparation and presentation of new concepts for products and services via prototyping as well as its marketing plan.

**Contents:**

This course is designed to explore two critical business topics related to product management strategy in marketing:

- the design and development of new ideas for product/service innovations
- the management of new and existing products and services for sustainable business.

First, topics in new product development include idea generation and screening, design, planning, and prototyping, and new product roll-out, as well as the development of marketing strategies and implementation plans for new products and services.

Second, management of new and existing products involves in integration of new products into the product line, management of the marketing mix, quality of service, and customer development strategies. Throughout this project-based course, the importance of creativity, innovation and entrepreneurship will be emphasised as the sources of initiating and managing new products and innovation.

**Teaching Methods:**

- Lectures and in-class learning activities and assignments 28 hours
  - Preparation for lectures and assignment 30 hours
  - Preparation for the exam, and exam 22 hours
- Total workload 80 hours.

**Assessment:**

Final grade 0-5. Evaluation 0-100 points:

- Final exam 30 points
- Group project 20 points
- In-class projects 5 points
- Group case studies 10 points
- Individual projects 20 points
- Class-participation 15 points

**Course Materials:**

- Main Textbook: C. Merle Crawford and C. Anthony Di Benedetto, *New Products Management*, 10th ed. Irwin McGraw-Hill.
- The additional reading materials from academic and business press articles (i.e., case, magazine, newspaper, and journal articles) will be distributed through the class time prior to the class discussion.

**Prerequisites:**

Previous studies in marketing recommended.

**CS30A1691: Social Sustainability, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Rakhshanda Khan, Helinä Melkas, Suvi-Jonna Martikainen, Satu Pekkarinen, Suvi Konsti-Laakso

**Year:**

B.Sc. (Tech.) 3

**Period:**

4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Helinä Melkas

**Aims:**

The student learns to understand the significance and meaning of social sustainability in development of business, organization as well as product and service processes. This aim is approached by looking into the theme both from theoretical and practice-based viewpoints. The student gains insight into the kinds of tools and methods that enable social sustainability to become part of business, management as well as product and service development. The student recognizes appropriate situations for applying these methods, and gains elements for critical thinking.

**Contents:**

Core content: social sustainability at different levels (global, societal and organizational), social innovation, frugal innovation, social enterprise, end-user involvement, employee involvement, human impact assessment  
Supplementary content: practical cases, methods and Living Lab activities

**Teaching Methods:**

Lectures (intensive teaching) and small group assignments during the lectures 5 h; case exercise to be given during the lectures 60 h; independent and/or group studies 66 h; presentation of case exercises in a closing seminar 10 h; personal learning diary 15 h = total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Case exercise 70%, learning diary 30%.

**Course Materials:**

The study materials consist of course slides and selected articles (will be announced later).

**Places for exchange-students? (Yes, number/No):**

Yes, 15

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**CS34A0721: Entrepreneurship, ownership and family firms, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Timo Pihkala, Marita Rautiainen

**Note:**

Replaces the course CS34A0720 Perheyrityäisyys.

**Year:**

M.Sc. (Tech.) 1

**Period:**

3

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. &amp; Bus. Adm.) Timo Pihkala

D.Sc. (Econ. &amp; Bus. Adm.) Marita Rautiainen

**Aims:**

The course introduces the student with the phenomenon of entrepreneurship, ownership, and family firm. After the course the student knows the conceptual special characteristics and the central theories of these phenomena. In addition, the student learns about ways to manage the transitional processes such as family business succession.

**Contents:**

Course explores the unique challenges and opportunities involved in managing a family firm. The course will address a wide variety of topics, including: the strengths and weaknesses of a family firm; the dynamics of family interactions; family business culture; conflict resolution in a family firm; transferring ownership of a family firm; planning for a family firm's growth and continuity; effective leadership and communication; and planning for succession.

**Teaching Methods:**

Lectures 20 h 3rd period. Prior reading and assignments 106 h. Preparation for lectures 30 h. In total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

Yes

**Examination in Exam (Yes/No):**

No

**Assessment:**

Individual exercise 50 %, group exercise 30 % moodle exam 20 %

**Course Materials:**

1. Ernesto J. Poza (2010). Family Business, South-Western, Cengage Learning.
2. Materials indicated during lectures
3. Cases and articles delivered during the course.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, maximum 80. Priority is given to the student in Entrepreneurship masters program and students of entrepreneurship minor.

**Places for exchange-students? (Yes, number/No):**

Yes

**Places for Open University Students?(Yes, number/No):**

This course has 15- places for open university students. More information on the web site for open university instructions.

**CS34A0351: Entrepreneurial growth and development, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Timo Pihkala

**Year:**

M.Sc. (Tech.) 1

**Period:**

1

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Timo Pihkala

**Aims:**

The students become familiar with the basic concepts of entrepreneurial growth, growth strategies and the latest theoretical directions within entrepreneurship research. After the course, the students are able recognize different forms of growth, growth potential and routes for business development.

**Contents:**

Models, theories and approaches on entrepreneurial growth, growth strategy and SME development.

**Teaching Methods:**

Lectures 20 h, 1st period. Prior reading and assignments 106 h, Preparation for lectures, 30 h. In total 156 h.

For doctoral students the teaching methods will be separately considered.

**Suitability for doctoral studies (Yes/Leave empty):**

Yes

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

Yes

**Examination in Exam (Yes/No):**

No

**Assessment:**

0-5, Moodle-exams (50%) and written assignment (50%).

**Course Materials:**

Cases and articles delivered during the course. Lecture materials

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 15- places for open university students. More information on the web site for open university instructions.

**KaSOLamo: , 24 - 35 cp**

**Validity:** 01.08.2016 -

**Form of study:**

**Type:** Study module

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

No course descriptions.

*Pakolliset opinnot 24 op*

**A250A0750: Financial Statement Analysis, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Antero Tervonen

**Year:**

B.Sc. (Econ. & Bus. Adm.) 2

**Period:**

1-2

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

D.Sc. (Tech.) Antero Tervonen

**Aims:**

By the end of the course, students will be able to:

- pay attention to essential factors of financial statement which can affect interpretation
- analyze, interpret and explain financial situation of a company using common key ratios of financial statement analysis
- evaluate the level of key ratios using mark scales and industry statistics
- choose suitable key ratios for a case with motivation by literature
- match effects of company's operational environment and industry to financial situation
- search for company's financial statement data and key ratios from different sources, among others financial statement databases

General aim of the course is to improve personal skills of the student:

- write a case report using common instructions of scientific writing

**Contents:**

Adjustment of financial statement. Analysis of financial statement. Ratios of financial statement analysis, interpretation and utilization. Databases of financial statements. Cash flow statements.

**Teaching Methods:**

Lectures 28 h, exercises 21 h, independent exercises and preparation for lectures 25 h, written case report 40 h, 1st period. Written case report 45 h, feedback meeting 1 h, 2nd period. Total workload 160 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points, written case report 100%

**Course Materials:**

1. Yritystutkimusneuvottelukunta/Yritystutkimus ry: Yritystutkimuksen tilinpäätösanalyysi, 2005 or newer
2. Kallunki, J-P., Kytönen, E.: Uusi tilinpäätösanalyysi, 2007 or newer



3. Leppiniemi, J., Leppiniemi, R.: Tilinpäätöksen tulkinta, 2006 or newer
4. Salmi, I.: Mitä tilinpäätös kertoo?, 2012 or newer
5. Niskanen, J., Niskanen, M.: Tilinpäätösanalyysi, 2003 or newer
6. Kallunki, J-P., Lantto, A-M., Sahlström, P.: Tilinpäätösanalyysi IFRS-maailmassa, 2008
7. Luentomoniste
8. Muu luennoitsijan jakama materiaali

**Prerequisites:**

A250A0250 Kirjanpidon peruskurssi

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

**A250A0800: Financial Statement Planning, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Pasi Syrjä

**Year:**

B.Sc. (Econ. & Bus. Adm.) 3

**Period:**

1-3

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Pasi Syrjä

**Aims:**

The aim of the course is to give basic skills able to plan the financial statements of a company, taking into consideration tax effects and shareholders' interests. After completion of the course students:

- understand the short and long term objects of financial statement planning
- can basic regulations of corporate and shareholders' taxation
- can basic tax planning elements
- understand the role of financial management in small business context

General aim of the course is to improve following personal skills of the students: - group work skills - problem solving

**Contents:**

Business taxation, shareholders' equity, short and long term financial statement planning, allocation and valuation, bookkeeping act. Procedure of taxation, taxation today, VATT and financial statement, Companies Act. Framework and theories of profit calculation.

**Teaching Methods:**

Lectures 12 h 1st period. Lectures 12 h and exercises 12 h 2nd period. Case tutorial 4 h 3rd period. Independent reading, exercises and preparation for lectures 40 h, 1st and 2nd period. Case-report 40 h. Written exam and preparation for exam 40 h or learning diary 80 h. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

NO

**Assessment:**

Grade 0–5, evaluation 0-100 points, case-report accepted/fail.

**Course Materials:**

Leppiniemi &amp; Walden: Tilinpäätös- ja verosuunnittelu, Talentum fokus e-book. Lecture and exercise material

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**A250A0850: Basic Course in Auditing, 6 cp****Validity:** 01.08.2011 -**Form of study:** Basic studies**Type:** Course**Unit:** LUT School of Business and Management**Grading:** Study modules 0-5,P/F**Teachers:** Antero Tervonen**Year:**

B.Sc. (Econ. &amp; Bus. Adm.) 2

**Period:**

4

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

University lecturer, D.Sc. (Tech.) Antero Tervonen

**Aims:**

Students learn to understand the basics of auditing and internal auditing, to define regulation that is related to auditing and to recognize reports of auditor.

**Contents:**

Contents and aim of auditing. Regulation of auditing. Audit reports. Internal control.

**Teaching Methods:**

Lectures and exercises 28 h, preparing for the lectures and exercises, learning tasks of group work 72 h, personal learning tasks 60 h, 4th period. Total workload 160 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points, learning tasks of group 60 %, personal learning tasks 40 %.

**Course Materials:**

1. Tomperi, S.: Tilintarkastus - Normeista käytäntöön, 2016
2. Ratsula, N.: Yrityksen sisäinen valvonta, 2016 or Ahokas, N.: Yrityksen sisäinen valvonta, 2012
3. Lecture material
4. Other literature announced by the lecturer

**Prerequisites:**

A250A0750 Financial Statement Analysis

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**CS31A0102: Basic Course in Cost Management, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Antti Ylä-Kujala, Tiina Sinkkonen

**Year:**

B.Sc. (Tech.) 2,B.Sc. (Econ. & Bus. Adm.) 2

**Period:**

1

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

yliopisto-opettaja, TkT Tiina Sinkkonen

**Aims:**

The student can identify general cost terms and costing methods.

**Contents:**

Main content: Cost terms. Depreciation methods. Product costing. Investment appraisal methods. Budgeting. Supplementary content: Cost-volume-profit analysis. Process-costing methods. Cost-based pricing. Extra content: Standard costing.

**Teaching Methods:**

Lectures 28 h, guided exercises 8 h, literature 21 h, homeworks 50 h, preparation for the exam and exam 50 h. Altogether 157 h. Exam.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Exam.

**Course Materials:**

Neilimo, Kari ja Uusi-Rauva, Erkki: Johdon laskentatoimi, Edita Oyj, Helsinki 1997.

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-10 places for open university students. More information on the web site for open university instructions.

**KaSOKansis: , 24 - 35 cp**

**Validity:** 01.08.2016 -

**Form of study:**

**Type:** Study module

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

No course descriptions.

*Pakolliset opinnot 12 op*

**A250A0050: Econometric Methods, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Heli Arminen, Tiia-Lotta Pekkanen, Anni Tuppuru

**Year:**

B.Sc. (Econ. & Bus. Adm.) 2

**Period:**

3

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Heli Arminen

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Anni Tuppuru

**Aims:**

By the end of the course, students will be able to explain what kind of assumptions and practices form the basis of regression analysis. Students can interpret and evaluate the results based on regression analysis. Students will be able to specify econometric models and estimate the parameters of the models with cross-section, time series, and panel data. Moreover, students will be able to evaluate critically the estimated model and methodology, as well as the reliability of the conclusions based on the model. Students will recognise that there are various estimation methods, and are able to explain what kind of method is suitable in a certain situation (and, when necessary, are able to use a statistical test to find the appropriate method).

**Contents:**

Linear regression analysis and hypothesis testing. The use of SAS Enterprise Guide software and interpreting SAS output. Non-linear models, qualitative dependent variables, simultaneous equations and instrumental variables. The use of time series and panel data. Prediction and basic assumptions.

**Teaching Methods:**

Lectures 21 h, exercises 18 h, preparation for lectures and exercises 30 h, course assignment and /or Moodle exercises 41 h, preparation for written exam and exam 50 h. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

Yes

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0–5, evaluation 0-100 points. Written exam 80%, course assignment 20%.

**Course Materials:**

1. Hill, R.C. - Griffiths, W.E. - Lim, G.C.: Principles of Econometrics, 3rd or 4th edition, 2008 or 2012 (or older edition: Hill, R.C. - Griffiths, W.E. - Judge, G.G.: Undergraduate Econometrics, 2nd edition, 2001) 2. Other material handed out during lectures and exercises.

**Prerequisites:**

A130A0350 Kvantitatiiviset tutkimusmenetelmät

**Number of exercise groups where enrollment is in WebOodi (Number/Leave empty):**

2

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**A250A0160: Introduction to Environmental Economics, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Heli Arminen, Tiia-Lotta Pekkanen, Jorma Sappinen, Aino Kuitunen

**Note:**

Replaces course A250A0150 Kansainvälisen kaupan teoria

**Year:**

B.Sc. (Econ. & Bus. Adm.) 2-3

**Period:**

3

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Heli Arminen

**Aims:**

By the end of the course, students will be able to

- name the central environmental problems and consider them from the point of view of economics
- use different methods for valuing the environment
- use simple economic models to analyze the connections between economic growth, international trade and sustainable development
- analyze the interplay of renewable and nonrenewable resources and the economy
- evaluate environmental policies from the point of view of economics.

**Contents:**

Core content: Economic treatment of environmental issues

Additional content: Valuing the environment, environmental policy, renewable and nonrenewable resources as well as economic growth, international trade and sustainable development

Special content: Finnish and international aspects of environmental issues

**Teaching Methods:**

Lectures 20 h, exercises 8 h, preparation for lectures and exercises 20 h, course assignment and Moodle exercises 62 h, preparation for written exam and exam 50 h. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

Yes

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points. Written exam 80 %, course assignment 20 %

**Course Materials:**

1. Hanley, N., Shogren, J. & White, B. (2013). Introduction to Environmental Economics, 2nd edition.
2. Other material handed out during lectures and exercises.

**Prerequisites:**

A250A0400 Microeconomics

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

*Vaihtoehtoiset opinnot, väh. 12 op (valitse opintojakso jota ei muualla tutkintorakenteessa)*

**A210A0010: Economics of Organizations and Strategy, 6 cp**

**Validity:** 01.08.2014 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Jorma Sappinen

**Period:**

2

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

PhD Jorma Sappinen

**Aims:**

The student is able to explain how transactions and production costs influence the boundaries of the firm after completing the course. He is also able to analyze the impact of the nature of market competition to the strategic decisions of a firm, and apply this knowledge to study by what kinds of means the firm is able to improve its position in markets and attain sustainable competitive advantage. Moreover he is able to analyze how to set incentives in an efficient way from the point of view of organization of the firm.

**Contents:**

The horizontal and vertical boundaries of the firm, the impact of competitive structure of decision making, strategic decision making of a firm (e.g. pricing, commitment, entry and exit etc.), attaining and sustaining of competitive advantage, and internal organization and incentives of firm. The evolution of business organizations. Diversification and social context of a firm.

**Teaching Methods:**

Lectures 18 h, independent reading, completing the term paper, and preparing for lectures 77 h, written exam and preparation for the exam 65 h. Total workload 160 h. Written exam 80% and term paper 20%, both parts obligatory. Moodle is used in this course.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points, 80% exam and 20% term paper.

**Course Materials:**

1. Besanko D. et al: Economics of Strategy, 3rd, 4th or 5th ed. 2. Collection of articles

**Prerequisites:**

Microeconomics

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

**A210A0100: Empirical Industry Analysis, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Ari Jantunen

**Note:**

Kurssi on tarkoitettu vain kauppatieteiden opiskelijoille, kurssi suunniteltu laskentatoimen maisteriohjelman kokonaisuuteen.

**Period:**

Period 1 and week 43

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Ari Jantunen

**Aims:**

The student is able to apply theoretical methods and approaches of industry analysis to the empirical analysis of the industry structure and development.

**Contents:**

Basics of industry analysis. Methods of empirical industry analysis. Analysis of industry evolution. Innovation activities and industry analysis. The course is related to sustainability.

**Teaching Methods:**

Introductory lectures 6 h, 1st period. Weekly group work 16 h. Independent group work and report 120 h. Independent written seminar report 10 h. Seminar work 8 h in intensive week 43. Total workload 160 h. Moodle is used in this course.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points, weekly group work 10%, report (group work) 80%, independent seminar working 10%.

**Course Materials:**

Lecture notes and other assigned readings.

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

**Related to:**

to sustainability

**A250A0100: Investments, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Eero Pätäri

**Year:**



B.Sc. (Econ. & Bus. Adm.) 2

**Period:**

4

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Eero Pätäri

**Aims:**

At the end of the course a student is expected:

- to be familiar with the most commonly used asset pricing models
- to understand the pricing principles of financial securities and derivatives
- to be able to evaluate the relative price level and attractiveness of financial securities
- to apply the learning outcomes of the course to the investment decision-making in practice
- to understand the applicability areas of the conventional portfolio performance measures and to be able to evaluate the risk-adjusted performance of investment portfolios

**Contents:**

Securities, derivatives, asset pricing models, modern portfolio theory, methods of security analysis and portfolio performance measurement.

**Teaching Methods:**

Lectures or video lectures 18 h, 4th period. Exercises 18 h and preparation for exercises 54 h, 4th period. Written exam and preparation for exam, 70 h. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0 – 5 on the basis of the exam and exercise performance. Evaluation 0-100 points, written exam 90-100% and exercises 0-10% depending on the student's activity in exercises.

**Course Materials:**

1. Bodie-Kane-Marcus: Investments, 2003 or newer edition or Sharpe, William F. - Alexander, Gordon J. - Bailey, Jeffrey V.: Investments, Prentice-Hall, 1999
2. Lecture material

**Prerequisites:**

Fundamentals of Finance and Corporate Finance or alternatively, Fundamentals of Corporate Finance.

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**A250A0300: Business Credits and Securities, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Helena Sjögrén

**Year:**

B.Sc. (Econ. & Bus. Adm.) 3

**Period:**

1

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

D.Sc. (Econ. & Bus. Adm.) Helena Sjögrén

**Aims:**

A student knows the credit situations of entrepreneurship and security arrangements of both immovable goods and pieces of real estates, and a student understands the preconditions of an efficient security arrangement and to master the legal foundations of credit and security relations.

**Contents:**

Core content: Basics of credit granting and different types of securities. Additional content: The legal regulation of credit granting, personal securities, real estate liens and security arrangements with immovable property. Special content: The securities of trade.

**Teaching Methods:**

Lectures 14 h and preparation for lectures 14 h. Written exam and preparation for exam 132 h. 1st period. Total workload for a student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points.

**Course Materials:**

1. Lecture leaflet 2. Wuolijoki, Sakari ja Hemmo, Mika, Mika: Pankkioikeus, 2013

**Prerequisites:**

A130A0700 Basic Course in Business Law

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-15 places for open university students. More information on the web site for open university instructions.

**KaSOYrijuri: , 24 - 35 cp**

**Validity:** 01.08.2016 -

**Form of study:**

**Type:** Study module

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

No course descriptions.

*Pakolliset opinnot 24 op*

**A210A0650: Corporate Tax Regulation and Business, 6 cp**

**Validity:** 01.08.2014 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Pasi Syrjä

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1, M.Sc. (Econ. & Bus. Adm.) 2

**Period:**

4

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Syrjä Pasi

**Aims:**

The aim of the course is to give basic skills about the following topics The subject and principles of taxation - taxation process - tax compliance - good taxation system - tax avoidance and evasion - corporate taxation and corporate social responsible - taxation in different company forms International taxation - consolidated company taxation - transfer pricing - tax heavens Corporate taxation in the accounting research tradition

General aim of the course is to improve following personal skills of the students: - group work skills - problem solving

**Contents:**

Tax process and principles of taxation International taxation and tax planning Tax research as a part of accounting research tradition

**Teaching Methods:**

Introduction lecture 2 h 4th period. Independent studies 78 h. Learning diary 40 h. Exam and preparing to the exam 40. Total work load 160 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

Yes

**Assessment:**

Grade 0-5, evaluation 0-100 points, written exam and learning diary 100%. Exam has to be written in the Exam Aquarium. More information in Moodle.

**Course Materials:**

Course materials will be informed in Noppa.

**Prerequisites:**

B. Sc. studies.

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**A250A0300: Business Credits and Securities, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Helena Sjögrén

**Year:**

B.Sc. (Econ. & Bus. Adm.) 3

**Period:**

1

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

D.Sc. (Econ. & Bus. Adm.) Helena Sjögrén

**Aims:**

A student knows the credit situations of entrepreneurship and security arrangements of both immovable goods and pieces of real estates, and a student understands the preconditions of an efficient security arrangement and to master the legal foundations of credit and security relations.

**Contents:**

Core content: Basics of credit granting and different types of securities. Additional content: The legal regulation of credit granting, personal securities, real estate liens and security arrangements with immovable property. Special content: The securities of trade.

**Teaching Methods:**

Lectures 14 h and preparation for lectures 14 h. Written exam and preparation for exam 132 h. 1st period. Total workload for a student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points.

**Course Materials:**

1. Lecture leaflet 2. Wuolijoki, Sakari ja Hemmo, Mika, Mika: Pankkioikeus, 2013

**Prerequisites:**

A130A0700 Basic Course in Business Law

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-15 places for open university students. More information on the web site for open university instructions.

### **A250A0901: Company Law, 6 cp**

**Validity:** 01.08.2015 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Helena Sjögrén

**Year:**

B.Sc. (Econ. & Bus. Adm.) 2-3

**Period:**

2

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ. and Bus. Adm.) Helena Sjögrén

**Aims:**

A student knows the principles of corporations and understands legal questions related to corporations and different relationships between the directors, owners and lenders.

**Contents:**

The basic features of the Finnish commercial corporations. Establishment, administration, financing and funding of commercial corporations. Transformation of the form of a corporation and dissolution of a corporation.

**Teaching Methods:**

Lectures 2 h, independent study, learning diary & group work or alternatively exam. Total workload for a student 160 h.

**Examination in Examination schedule (Yes/No):**

Alternatively yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5 points, evaluation 0-100 points

**Course Materials:**

1. Lecture slides 2. Mähönen, Jukka – Villa Seppo: Osakeyhtiö II. Pääomarakenne ja rahoitus, 2006. 3. Mähönen Jukka – Villa Seppo: Osakeyhtiö III, Corporate Governance. 2006. Luvut I, II, III ja V (pp. 227-343).

**Prerequisites:**

A130A0700 Basic course in Business Law

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

### **A370A0250: Labour Law, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Helena Sjögrén

**Year:**

B.Sc. (Econ. & Bus. Adm.) 2-3

**Period:**

4

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Associate Professor D.Sc.(Econ. And Bus. Adm.) Helena Sjögrén

**Aims:**

A student knows the basics of labour as a subject of legal regulation.

**Contents:**

Labour as a subject of legal regulation and determination of the legal position of the employee. Collective labour law. Regulation of working time and safety at work.

**Teaching Methods:**

Lectures 20 h and preparation for lectures 11 h. Written exam and preparation for exam 129 h. 4th period. Total workload for a student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points.

**Course Materials:**

1. Koskinen, S. - Ullakonoja, V.: Oikeudet ja velvollisuudet työsuhteessa, 2012. 2. Koskinen, S. - Nieminen, K. - Valkonen, M.: Työsuhteen päättäminen, 2012. Lecture slides.

**Prerequisites:**

A130A0700 Basic course in Business Law

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**TuSOMBAN: Business Analytics, 24 - 30 cp**

**Validity:** 01.08.2017 -

**Form of study:**

**Type:** Study module

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

No course descriptions.

*Obligatory courses***CS38A0010: Free analytics environment R, 6 cp**

**Validity:** 01.01.2017 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Jozsef Mezei

**Year:**

M.Sc. (Tech.) 1

**Period:**

3

**Teaching Language:**

English

**Teacher(s) in Charge:**

Jozsef Mezei, D.Sc., Research Fellow

**Aims:**

The main goal of the course is to introduce the students to the statistical computing environment R as a tool for business analytics. In the course, students will explore the fundamentals of the R language fundamentals, with the main focus on understanding how to utilize it to perform data analysis. The course will make extensive use of real life datasets to illustrate the various features of R. After the completion of the course, the students: know how to work with data in R; understand the main tasks and applications of data science; create and customize visualization in R; know how to perform descriptive analytics in R; can create functions and implement basic methods; know how to perform predictive analytics using R.

**Contents:**

Core content: basics of data analysis with R; R as a data analysis environment for business analytics problems; performing descriptive and predictive analytics using R

Additional content: R as a programming environment for data science

Special content: role of visualization in business analytics

**Teaching Methods:**

Introduction to R completed with online platform studies (10 h). Programming with R for Data Science (50 h).

10 h of computer room tutorials. Reading and practicing additional material 20 h. Course project on performing data analysis 70 hours. Total workload for the student 160 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Finishing online courses (30%), course assignment (70%), grading 0-5.

**Course Materials:**

The book R Kabacoff, 2011: R in action  
Additional material distributed in the course.

**Prerequisites:**

Basic knowledge of statistics. Only for master's program students.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes. 80, priority to MBAN students (Master's program in business analytics)

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

**CS38A0045: Marketing analytics for Business students, 6 cp**

**Validity:** 01.08.2017 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Jozsef Mezei

**Year:**

M.Sc. (Tech.) 1

**Period:**

4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Jozsef Mezei, D.Sc., Research Fellow

**Aims:**

The aim of the course is to offer extensive knowledge on the use of various analytical techniques in marketing. The students will be introduced to the process of decision support in marketing using analytics in various typical problems. Through several practical examples, the course aims to provide the tools that focus on data understanding and preprocessing, modelling choices and implementation until the interpretation, visualization and utilization of the analysis in various marketing-related problems. The course will provide hands-on lectures to using the various methodologies in the R statistical computing environment, one of the most widely used analytics tools in modern organizations. After the course the students: have an understanding of the process of performing marketing analytics; know how to collect,



understand and preprocess data to be used in marketing problems; know the most important applications and can identify the appropriate tool for a specific problem; are capable of performing marketing analytics using the R statistical environment; understand the role of big data in marketing.

**Contents:**

Core content: role of data in modern marketing, traditional methods (clustering, forecasting, market-basket analysis), machine learning-based methods in marketing (recommendation systems, advertising on the web)

Additional content: social network analysis, sentiment analysis

Special content: use of the introduced methods in R

**Teaching Methods:**

Lectures 20 h, computer room tutorials 10 hours, course assignments involving data analysis with R 75h. Written exam and preparation for the exam 55 h. Total workload for the student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Course assignments (50% of the grade), written examination (50% of the grade), grading pass/fail. The exam will be the same as for the "Marketing analytics" course. The assignments of this course cover a part of the other course's assignment.

**Course Materials:**

The course will largely be based on the free online book (<http://www.mmms.org/>)

Leskovec-Rajaraman-Ullman: Mining of Massive Datasets

Additional material will be distributed in the course.

**Prerequisites:**

The course will use the statistical software R, the LUT "Free analytics environment R" or equivalent background knowledge in R is required. Basic knowledge in statistics.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes. 50, priority to MBAN students (Masters program in business analytics)

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

**A210A0601: Information Systems in Corporate Management and Decision-making, 6 cp**

**Validity:** 01.08.2014 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Mikael Collan

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

2

**Teaching Language:**

English

**Teacher(s) in Charge:**

professor, D.Sc. (Econ. & Bus. Adm.) Mikael Collan

**Aims:**

The aim of the course is to give extensive general knowledge about corporate information systems and how they are used in corporate decision-making, business control, and as a driver of business development. After the course the students: have an understanding of the corporate information systems stack and the most common types of corporate information systems and where they are used; are able to view a business as a system and its parts as parts of a system; know how information systems can collect, summarize, and analyze corporate information; understand what the practice of fact based management is based on and how it is connected to information systems; know the concept of intelligent systems, know selected methods and tools, understand the types of results that they can provide, and the importance of such results for, for example, making the business more effective through optimization; can identify situations where information systems can be used to develop business practices

**Contents:**

Core content: corporate information stack, business intelligence

Additional content : controlling in a modern corporation based on IS, intelligent systems in business process development, concepts of optimization, neural networks, simulation, and fuzzy logic

Special content: importance of visualizing knowledge

**Teaching Methods:**

Lectures 20 h, independent reading assignments (articles) and preparation for lectures 55h. Written exam and preparation for the exam 85 h. Total workload for the student 160 h. Possibly an excursion.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

Ei

**Examination in Exam (Yes/No):**

Ei

**Assessment:**

Grade 0-5, evaluation 0-100 points, written exam 100%.

**Course Materials:**

Lecture slides Assigned reading, collection of articles.

**Prerequisites:**

Only for the students accepted for the Master's Degree Programmes.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes. 200, priority for MSF and MBAN students.

**Places for exchange-students? (Yes, number/No):**

Yes, 30

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

*Elective courses*

**A365A0320: Computational Data Analytics in Business Management, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Samuli Kortelainen

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Post.Doctoral Researcher, D.Sc. (Tech) Samuli Kortelainen

**Aims:**

The importance of different kinds of analytics solutions has significantly risen during the last years in management. Novel analytics solutions have been shown to have significant financial impact by either increasing the efficiency of the company or by even creating totally new business possibilities. This course aims to introduce students to the present capabilities and future possibilities of computational business analytics tools. After this course student will know:

- How to integrate analytics to strategic and operational management of a firm
- Possibilities and limitations of different kinds of computational analytics methods in business management

**Contents:**

1. Processes and routines necessary for data based business management a. Importance of organizational different kinds of organizational routines b. Different data sources in digitalization age i. Firm's internal data sources ii. Internet & Big data analytics iii. Internet of things (IoT) 2. Different levels in management of firm's business environment a. Individual (customers / firms) b. Network (Network between customers / firms) c. System level analysis (e.g. ecosystems) 3. Possibilities created by computational analysis methods in business management a. Possibilities created by network analysis b. Possibilities created by machine learning c. Possibilities in simulation modelling

**Teaching Methods:**

Virtual on-line lectures and individual work 16 h.

On site lectures 6 h.

1 x Seminar work 80 h.

Preparing for exam 38 h .

24 hour exam 16 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

Yes

**Assessment:**

Seminar work: 50 %, 24 hour exam: 50 %

**Course Materials:**

Eric Siegel (2013), Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die Course slides

**Places for exchange-students? (Yes, number/No):**

Yes, 10

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**CS38A0050: Big data in business and industry, 6 cp**

**Validity:** 01.08.2017 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Jozsef Mezei

**Note:**

Lectured first time in academic year 2018-19.

**Year:**

M.Sc. (Tech.) 2

**Period:**

1

**Teaching Language:**

English

**Teacher(s) in Charge:**

Jozsef Mezei, D.Sc., Research Fellow

**Aims:**

The course discusses the most important new tools for understanding the potential impact of big data analytics on decision making and business performance. Through analyzing typical business decision problems from the perspective of data requirements, the course discusses the role of big data analytics in modern organizations. After the completion of the course, the students: know the most important technological requirements of performing big data analytics; understand the role of big data in transforming modern organizations through data driven decision making; understand the impact of data volume, variety, and velocity; understand how to create value with big data; become familiar with the techniques and tools for capturing, processing, and interpreting big data; know the most important methods to reduce big data sets by extracting the most important information; are familiar with several real-world scenarios of big data use from different business sectors; understand the role of big data in creating business value; know how to apply the discussed concepts and tools to business projects.

**Contents:**

Core content: big data technology; data and dimension reduction; role of data driven decision making in modern organizations

Additional content: machine learning methods for big data analytics; network analysis

Special content: text analytics

**Teaching Methods:**

Lectures 20 h, computer room tutorials 10 hours, course assignments involving big data analysis with R 75 h. Written exam and preparation for the exam 55 h. Total workload for the student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Course assignments (70% of the grade), written examination (30% of the grade), grading 0-5.

**Course Materials:**

The following two books cover several topics introduced in the course:

Vignesh Prajapati, 2013: Big Data Analytics with R and Hadoop

Thomas Davenport, 2015: Big Data at Work

Additional material will be distributed in the course.

**Prerequisites:**

The course will use the statistical software R, the LUT course

Free analytics environment R

or equivalent background knowledge in R is required. Basic knowledge in statistics.

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

No

**TuSOEntr: Entrepreneurship, minor, 20 - 35 cp****Validity:** 01.08.2016 -**Form of study:****Type:** Study module**Unit:** LUT School of Business and Management

No course descriptions.

*Elective studies***CS30A1372: Creative Design and Problem Solving, 6 cp****Validity:** 01.08.2016 -**Form of study:** Basic studies**Type:** Course**Unit:** LUT School of Business and Management**Grading:** Study modules 0-5,P/F**Teachers:** Andrzej Kraslawski**Year:**

M.Sc. (Tech.) 1

**Period:**

1-2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, Ph.D. Andrzej Kraslawski

**Aims:**

Learning outcomes: After fulfilling all requirements of the course, the students will be able to: 1. Understand the principles of creative problem solving 2. Know the basic methods of creative design 3. Work in team during the design process 4. Apply methods of creative design to products, processes, services and business methods

**Contents:**

The major subjects of the course are: Major Steps in Problem Solving Types of Problems Types of Design Concept of Creativity Survey of Intuitive and Structured Methods of Creativity Enhancement Types of Brainstorming Check lists Morphological analysis Syntectics Case-based Reasoning Graphical Methods Evaluation of Ideas

**Teaching Methods:**

The course is organised as a combination of regular lectures and interactive problem-solving sessions and project works. The in-class problem-solving sessions will be based on the team work realised by the groups of 3-5 students. The 3-4 project works will be realised by the groups of 3-4 students during the out-of-class activities and it will be finished with the preparation of the project report. In-class teaching and problem-solving sessions 42 h, project works 88 h. Total workload 130 h.

Lectures, in class activity, period 1.  
Project work, out-of - class activity, period 2.  
Project work 88 hours

**Suitability for doctoral studies (Yes/Leave empty):**

Yes

**Doctoral School course where enrollment is in WebOodi (Yes/Leave empty):**

Yes

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Final grade 0-5. Evaluation: Generated solutions of the in class problems 40 %, project reports 30 %, written exam 30%. Obligatory presence during 90% of in-class activities.

**Course Materials:**

Course slides.

Tony Proctor  
Creative problem solving for managers  
Routledge; 3rd edition, 2009

H. Scott Fogler and Steven E. LeBlanc  
Strategies for Creative Problem Solving  
Prentice Hall, 3rd edition, 2013

David Silverstein, Philip Samuel, Neil DeCarlo  
The Innovator's Toolkit: 50+ Techniques for Predictable and Sustainable Organic Growth  
Wiley, 2009

Alexander Osterwalder and Yves Pigneur  
Business Model Generation  
Osterwalder and Pigneur, 2010

**Prerequisites:**

Basic courses of management. Basic knowledge of engineering disciplines (e.g. process or mechanical engineering).

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 90

**Places for exchange-students? (Yes, number/No):**

Yes, 35

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**CS30A1691: Social Sustainability, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Rakhshanda Khan, Helinä Melkas, Suvi-Jonna Martikainen, Satu Pekkarinen, Suvi Konsti-Laakso

**Year:**

B.Sc. (Tech.) 3

**Period:**

4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Helinä Melkas

**Aims:**

The student learns to understand the significance and meaning of social sustainability in development of business, organization as well as product and service processes. This aim is approached by looking into the theme both from theoretical and practice-based viewpoints. The student gains insight into the kinds of tools and methods that enable social sustainability to become part of business, management as well as product and service development. The student recognizes appropriate situations for applying these methods, and gains elements for critical thinking.

**Contents:**

Core content: social sustainability at different levels (global, societal and organizational), social innovation, frugal innovation, social enterprise, end-user involvement, employee involvement, human impact assessment  
Supplementary content: practical cases, methods and Living Lab activities

**Teaching Methods:**

Lectures (intensive teaching) and small group assignments during the lectures 5 h; case exercise to be given during the lectures 60 h; independent and/or group studies 66 h; presentation of case exercises in a closing seminar 10 h; personal learning diary 15 h = total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Case exercise 70%, learning diary 30%.

**Course Materials:**

The study materials consist of course slides and selected articles (will be announced later).

**Places for exchange-students? (Yes, number/No):**

Yes, 15

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**CS34A0302: Entrepreneurship Theory, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Timo Pihkala, Marita Rautiainen

**Note:**

Opintojakso sisältyy myös yrittäjyyden sivuaineeseen. Mikäli kurssilla on vain suomenkielisiä osallistujia, se luennoidaan suomeksi.

**Year:**

M.Sc. (Tech.) 1

**Period:**

1

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Timo Pihkala

D.Sc. (Econ. & Bus. Adm.) Marita Rautiainen

**Aims:**

The student becomes familiar with the basic concepts of entrepreneurship, entrepreneurship theory and the latest theoretical directions within entrepreneurship research.

**Contents:**

Basic concepts of entrepreneurship, entrepreneurship theory, entrepreneurial person and the latest theoretical directions.

**Teaching Methods:**

Independent studies 148 h, lectures 8 h, total 156 h.

**Suitability for doctoral studies (Yes/Leave empty):**

Yes

**Doctoral School course where enrollment is in WebOodi (Yes/Leave empty):**

Yes

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

Yes



**Examination in Exam (Yes/No):**

No

**Assessment:**

0-5, Moodle-exams (50%) and written assignment (50%).

**Course Materials:**

Bridge, S., O´Neill, K. and Cromie, S. (2003): Understanding, Enterprise, Entrepreneurship and Small Business. (2nd ed.) Palgrave-MacMillan Shane, Scott: A general theory of entrepreneurship. The individual-opportunity nexus. Edward Elgar. Lecture materials

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, maximum 100. Priority is given to the student in Entrepreneurship masters program and students of entrepreneurship minor.

**Places for exchange-students? (Yes, number/No):**

Yes

**Places for Open University Students?(Yes, number/No):**

This course has 15- places for open university students. More information on the web site for open university instructions.

**CS34A0401: Strategic Entrepreneurship in an Age of Uncertainty, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Ekaterina Albats, Justyna Dabrowska, Marko Torkkeli

**Year:**

M.Sc. (Tech.) 1

**Period:**

1

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Marko Torkkeli

**Aims:**

Managing in a knowledge-based economy, Managing by Core Competences, Knowledge intensive firms, Uncertainty. Are they the latest buzz words or another passing managerial fad? Old wine in new bottles? Or perhaps, just perhaps, a fundamental means of survival and success for modern day corporations? Given the amount of effort that has been devoted to the topic by both academics and practitioners, it appears worth taking a deep and dispassionate look at the role of entrepreneurial thinking in sustained competitive advantage. The goal is to learn as you go and effectively convert assumptions to knowledge at a low cost. During the course students learn to develop and test a business idea following the discovery driven planning steps as well as using the uncertainty management tools of Attribute Mapping, Supply Chain Analysis, Differentiation, Quizzing and Market-Busters. The course does not teach business plan writing but rather focuses on opportunity recognition and feasibility assessment. Moreover, it adds the elements of lean and guerilla marketing as well as social entrepreneurship as possible avenues in dealing with entrepreneurial challenges.

**Contents:**

During the course students learn to develop and test a business idea following the feasibility analysis, discovery driven planning steps as well as using the uncertainty management tools of Attribute Mapping, Supply Chain Analysis, Differentiation, Quizzing and Market-Busters. The course does not teach business plan writing but rather focuses on opportunity recognition and feasibility assessment. Moreover, it adds the elements of lean and guerilla marketing as well as social entrepreneurship as possible avenues in dealing with entrepreneurial challenges.

Entrepreneurial thinking, uncertainty management, strategic entrepreneurship, discovery-driven planning.

**Teaching Methods:**

Lectures 20 h, Independent study 73 h, seminar work writing 63 h, 1. period. Total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Based on assignment and in-class work, participation in the lectures required.

**Course Materials:**

Lectures and additional reading provided in the class. Book: McGrath Rita and MacMillan Ian, (2000). The Entrepreneurial Mindset. Harvard Business School Press.; McGrath Rita and MacMillan Ian, (2005). MarketBusters: 40 strategic moves that drive exceptional business growth. Harvard Business Press.

**Places for exchange-students? (Yes, number/No):**

Yes, 15

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**CS34A0551: Business Idea Development, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Suvi Konsti-Laakso, Timo Pihkala

**Year:**

M.Sc. (Tech.) 1

**Period:**

2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Timo Pihkala

**Aims:**

Student can describe and explain key theoretical approaches associated to business idea development. The student learns to identify, develop and assess business opportunities and ideas. The student is

familiar with and can apply different systematical tools and techniques related to business idea development.

**Contents:**

Core content: fuzzy-front end of entrepreneurial process, opportunity recognition, sources of business ideas, systemic generation of ideas; business idea related methods, structures and environments.

Supplementary content: innovation and creativity

Specific content: customer-oriented thinking

**Teaching Methods:**

Lectures 16 h. Learning diary and assignments 80 h. Written group assignment 60 h. In total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grades 0-5, Learning diary (60%) and group work and presentation (40)%.

**Course Materials:**

Study materials include article package and it will be announced later.

**Places for Open University Students?(Yes, number/No):**

This course has 15- places for open university students. More information on the web site for open university instructions.

**CS34A0721: Entrepreneurship, ownership and family firms, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Timo Pihkala, Marita Rautiainen

**Note:**

Replaces the course CS34A0720 Perheyrittäjyys.

**Year:**

M.Sc. (Tech.) 1

**Period:**

3

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Timo Pihkala

D.Sc. (Econ. & Bus. Adm.) Marita Rautiainen

**Aims:**

The course introduces the student with the phenomenon of entrepreneurship, ownership, and family firm. After the course the student knows the conceptual special characteristics and the central theories of these phenomena. In addition, the student learns about ways to manage the transitional processes such as family business succession.

**Contents:**

Course explores the unique challenges and opportunities involved in managing a family firm. The course will address a wide variety of topics, including: the strengths and weaknesses of a family firm; the dynamics of family interactions; family business culture; conflict resolution in a family firm; transferring ownership of a family firm; planning for a family firm's growth and continuity; effective leadership and communication; and planning for succession.

**Teaching Methods:**

Lectures 20 h 3rd period. Prior reading and assignments 106 h. Preparation for lectures 30 h. In total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

Yes

**Examination in Exam (Yes/No):**

No

**Assessment:**

Individual exercise 50 %, group exercise 30 % moodle exam 20 %

**Course Materials:**

1. Ernesto J. Poza (2010). Family Business, South-Western, Cengage Learning.
2. Materials indicated during lectures
3. Cases and articles delivered during the course.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, maximum 80. Priority is given to the student in Entrepreneurship masters program and students of entrepreneurship minor.

**Places for exchange-students? (Yes, number/No):**

Yes

**Places for Open University Students?(Yes, number/No):**

This course has 15- places for open university students. More information on the web site for open university instructions.

### **A330A5101SS: Creativity and Entrepreneurship in New Product Development from Silicon Valley's Perspectives, 3 cp**

**Validity:** 01.06.2015 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Olli Kuivalainen

**Note:**

The course topics are related to sustainable development.

**Year:**

M.Sc. 1-2

**LUT Summer School time:**

17.-21.7.2017

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor D.Sc. (Econ.) Olli Kuivalainen, LUT

**Aims:**

Learning outcomes:

- To understand important elements of marketing strategy that is related to product management.
- To develop an in-depth understanding of new product/service development and management.
- To understand and utilise a process-oriented framework for making new product/service development decisions.
- To enhance business communication skills through preparation and presentation of new concepts for products and services via prototyping as well as its marketing plan.

**Contents:**

This course is designed to explore two critical business topics related to product management strategy in marketing:

- the design and development of new ideas for product/service innovations
- the management of new and existing products and services for sustainable business.

First, topics in new product development include idea generation and screening, design, planning, and prototyping, and new product roll-out, as well as the development of marketing strategies and implementation plans for new products and services.

Second, management of new and existing products involves in integration of new products into the product line, management of the marketing mix, quality of service, and customer development strategies. Throughout this project-based course, the importance of creativity, innovation and entrepreneurship will be emphasised as the sources of initiating and managing new products and innovation.

**Teaching Methods:**

- Lectures and in-class learning activities and assignments 28 hours
  - Preparation for lectures and assignment 30 hours
  - Preparation for the exam, and exam 22 hours
- Total workload 80 hours.

**Assessment:**

Final grade 0-5. Evaluation 0-100 points:

- Final exam 30 points
- Group project 20 points
- In-class projects 5 points
- Group case studies 10 points
- Individual projects 20 points
- Class-participation 15 points

**Course Materials:**

- Main Textbook: C. Merle Crawford and C. Anthony Di Benedetto, *New Products Management*, 10th ed. Irwin McGraw-Hill.
- The additional reading materials from academic and business press articles (i.e., case, magazine, newspaper, and journal articles) will be distributed through the class time prior to the class discussion.

**Prerequisites:**

Previous studies in marketing recommended.

**KaSOMTijo: Knowledge and Innovation Management, 24 - 35 cp**

**Validity:** 01.08.2016 -

**Form of study:**

**Type:** Study module

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

No course descriptions.

*Obligatory studies 24 cr*

**A365A0251: Organizational Learning, 6 cp**

**Validity:** 01.08.2017 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Anna-Maija Nisula

**Year:**

M.Sc. (Econ. & Bus. Adm.) 2

**Period:**

1

**Teaching Language:**

English

**Teacher(s) in Charge:**

Post doctoral researcher, D.Sc. (Econ. & Bus. Adm.) Anna-Maija Nisula

**Aims:**

By the end of the course, students will be able to:

- familiarize themselves with the state of the art literature on the studied subject;
- identify basic concepts, functioning principles and enabling tools for organizational learning;
- apply organizational learning literature and methods to future work and learning situations.

**Contents:**

The course consists of the following parts of participation and interaction:

- 1) individual literature study: independent and intensive reading and reporting of the provided course materials,
- 2) participation in a PBL exercise,
- 3) participation in a group work: a case analysis, written group work report, presentation, and related discussion.

**Teaching Methods:**

Intensive lecture and study discussion (8 hours), Reading assigned articles and writing summaries (60 hours), PBL exercise (6 hours), Commenting on others work (6 hours), Group case analysis, report and presentation (80 hours), Total workload for student 160 hours.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Evaluation Grade 0-5, evaluation 0-100 points, individual literature study 30%, group work on the case analysis 70%

**Course Materials:**

Course materials and assigned readings presented on Moodle

**Places for exchange-students? (Yes, number/No):**

Yes

**Places for Open University Students?(Yes, number/No):**

Yes

### **A365A0301: Organizing in Knowledge-Based Networks, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Kirsimarja Blomqvist

**Note:**

Replaces the course A365A0300 Knowledge-based networks.

**Year:**

M.Sc. (Econ. & Bus. Adm.) 2

**Period:**

1-2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Kirsimarja Blomqvist

**Aims:**

- Students can describe the key theoretical concepts and theories on knowledge-based organizing
- Students can apply the theory and key skills related to working a digital platform to solve real-life complex problems
- Students can reflect their individual and team behavior
- Students can present effectively their project outcomes to customer
- Students can discuss their solution constructively, give & get feedback and document the lessons learned by the project team

**Contents:**

- Key concepts related to organizing knowledge in networks
- Alliance, collaboration and network orchestration capability
- Innovation ecosystems, collaborative crowdsourcing, temporary teams and digital platforms

The course is related to entrepreneurship and sustainability.

**Teaching Methods:**

Lectures and interactive seminars 20 hrs, 1-3. periods,

Independent studying online 80 hrs

Course assignment work (real-life sustainability related problem solving in hybrid teams) 60 h

Total workload for student 160 h

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0 – 5. Individual exercises 60 % and group exercises 40 %.

**Course Materials:**

Articles distributed during lectures, online-material

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 50. Number of students is limited due to real-life problem solving in hybrid teams.

**Places for exchange-students? (Yes, number/No):**

Yes

**Related to:**

to sustainability

**CS30A1661: Open Innovation, 6 cp**

**Validity:** 01.08.2013 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Daria Podmetina, Justyna Dabrowska, Ekaterina Albats, Antero Kutvonen

**Year:**

M.Sc. (Tech.) 2, M.Sc. (Econ. & Bus. Adm.) 2

**Period:**

Periods 1-2, Periods 3-4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Researcher, D.Sc. (Tech.) Antero Kutvonen

**Aims:**

Student

1. can explain the concept of open innovation through both theory and examples (to e.g. a company executive)
2. identifies open innovation activities in real life companies and explain the motives for engaging in them and the mechanisms through which they create value for the company
3. can distinguish between modes of inbound and outbound open innovation
4. can analyze the relation between a company's strategic choices and application of open innovation
5. attains a basic familiarity with the scientific literature on the theme and the ability to view open innovation in the context of other innovation management theories.

**Contents:**

Must know: The fundamental definitions and concept of open innovation. Modes of inbound open innovation, i.e. external acquisition of knowledge, and outbound open innovation, i.e. external exploitation of knowledge. Difference between closed and open innovation in managing technology. Identifying open innovation activities in real life firms. Monetary and strategic motives for engaging in open innovation.

Should know: Process models of inbound and outbound open innovation. The role and importance of the individual process phases. The relation between corporate strategy, technology strategy and open innovation activities. Most common examples of firms used to explain open innovation. Varying topics from state-of-the-art open innovation research, depending on guest lecturer. Basics of IPR management in open innovation.



Nice to know: Development of the open innovation concept on the basis of prior innovation management theories. Knowledge of the main scientific literature surrounding open innovation. Theoretical determinants of open innovation.

**Teaching Methods:**

Lectures and guest speakers 35 h as intensive teaching. Small group assignments during lectures. Group exams (or substituting them with summaries of scientific articles, 24 h) on three of the intensive days, preparing for exams 24 h. Independent study 72 h. Total 155 h.

**Suitability for doctoral studies (Yes/Leave empty):**

Yes

**Doctoral School course where enrollment is in WebOodi (Yes/Leave empty):**

Yes

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Continuous evaluation based on small group exams (80%) and participation in lectures (20%). Possibility to substitute group exams with literary work (summaries of scientific articles) in case of absence.

**Course Materials:**

The course book and reading material will be announced at the first lecture.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 40 students, prioritized based on motivation letter submitted during registration

**Places for exchange-students? (Yes, number/No):**

Yes

**Places for Open University Students?(Yes, number/No):**

Yes, 0-5 places – admittance based on motivation letter

**CS30A1671: Service Innovation and Management, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Ville Ojanen, Kalle Elfvingren

**Year:**

M.Sc. (Tech.) 1-2

**Period:**

3-4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Tech.) Ville Ojanen

**Aims:**

Student can

1. recognize and categorize the variety of services and service firms in modern industrial environment as well as understand their influence in management of industrial innovations
2. identify the characteristics of services and evaluate the similarities, differences and links between services and physical products
3. define the dimensions of service innovations
4. explain the processes of new service development
5. summarize the main managerial challenges in service innovation management
6. select and apply the suitable frameworks, tools and methods, to overcome some typical real-world challenges in service innovation management

**Contents:**

Typologies of service firms. Characteristics of services. Product-service systems in manufacturing industry. Knowledge-intensive business services. New service development process. Dimensions of service innovations. Productization of services. Supporting methods for service innovation management. Managerial challenges in service innovation management. Utilization of frameworks, methods and tools in service innovation management. Roles of different types of firms in service systems and networks. Value creation through services. Customer-centric service development.

**Teaching Methods:**

Lectures and exercises 20 h, 3rd period. Seminars 12 h, 4th period. Group assignments and project work 120 h. Total 152 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Written reports and seminars 100 %.

**Course Materials:**

Lecture notes. Other material, books and articles announced in the beginning of the course.

**Prerequisites:**

Recommended: B.Sc. on Industrial Engineering and Management, or equivalent knowledge

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 50

**Places for exchange-students? (Yes, number/No):**

Yes, 5

**Places for Open University Students?(Yes, number/No):**

This course has 1-10 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**KaSOHajo: Supply Management, 24 - 30 cp**

**Validity:** 01.08.2017 -

**Form of study:**

**Type:** Study module

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

No course descriptions.

*Vaihtoehtoiset opintojaksot*

**A130A0220: Public Procurement, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Jukka Hallikas, Timo Kivistö

**Year:**

B.Sc. (Econ. & Bus. Adm.) 2

**Period:**

3. Intensiivikurssi

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Jukka Hallikas

**Aims:**

Upon completion of the course students understand the special features and implications of public-private cooperation. Students are able to exploit the special knowledge related to public procurement process and can plan the phases of procurement process. Students are familiar with the legislation related to public procurement

**Contents:**

Public procurement and purchase process. The characteristics of public procurement and future challenges. The current topics such as the state-of-art of the public procurement in Finland.

**Teaching Methods:**

Lectures 14 h, independent reading assignments and preparation for lectures 28 h. Active participation to the class discussions 14 h, 3rd period. Essay assignment including written essay and reading the literature and articles 42 h, 4th period. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points, written exam 80 p., essay 20 p

**Course Materials:**

- Lecture material - Other course material will be announced

**Prerequisites:**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-15 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**A310A0602: Supplier Development and Relationship Management, 3 cp**

**Validity:** 01.01.2017 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Katrina Lintukangas

**Note:**

The course run around the year in Moodle. Enrollment to the course directly to responsible teacher, not via Weboodi.

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

1-4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ & Bus. Adm.) Katrina Lintukangas

**Aims:**

The course includes independent reading assignment focusing on supplier relationship management (SRM) and development. Students can deepen their knowledge of SRM by getting familiar with current academic literature in the field and further analyze the content through a term paper. After completing the course the students are able to critically assess, debate and analyze the literature and topics related to supplier development and relationship management and know the recent trends and development of SRM. Students can produce analytical written report and contribute to discussion in Moodle online platform

**Contents:**

Current literature and topics related to supplier development and relationship management

**Teaching Methods:**

Online course, student driven content creation and discussion, reading assignments and writing of essay. Total workload 80 h

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points, term paper 100%.

**Course Materials:**

Assigned readings in the beginning of the course.

**Prerequisites:**

Bachelor level studies

**Places for exchange-students? (Yes, number/No):**

Yes, 5

**Places for Open University Students?(Yes, number/No):**

Yes, 10

**A310A0760: Green Logistics, 3 cp**

**Validity:** 01.08.2017 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Pietro Evangelista, Sirpa Multaharju

**Note:**

Can't be included in the same degree as A310A0750 Logistics outsourcing and innovation.

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

intensive week 43, 23.-27.10.2017

**Teaching Language:**

English

**Teacher(s) in Charge:**

Post Doctoral Researcher, D.Sc. (Econ & Bus. Adm.) Sirpa Multaharju

Adjunct Professor, D.Sc. Pietro Evangelista

**Aims:**

The main aim of the course is to transfer to the students the knowledge about key green logistics management principles and practice. Particular emphasis will be given to the changing role of logistics service providers in the supply chain and the importance assumed by environmental sustainability in their business models and strategies. By the end of the module, the students will be able to show a critical understanding of: the basic principles of logistics and SCM, identify and analyse major evolving trends in logistics and SCM, recognise different type of logistics service providers and assess their development stage, explore benefits and challenges in implementing the principles of green logistics, analyse the role of environmental sustainability in the strategy of logistics service providers, define and implement a green logistics auditing plan, identify a decarbonization strategy for logistics.

**Contents:**

- Foundation concepts of logistics and SCM
- Evolving trends in logistics and SCM
- The importance of logistics outsourcing
- Main changes affecting the logistics service industry
- The environmental impact of transport and logistics
- Principles of green logistics management
- Environmental sustainability in the strategy of logistics service providers
- Green logistics auditing plan,
- Decarbonization strategy for logistics

**Teaching Methods:**

16 hours of lectures, 16 hours for preparing to the lectures and 48 hours for preparing for the exam, total workload 80 h. Moodle is used in this course. Written exam 100%.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

Yes

**Assessment:**

Final grade 0-5, evaluation 0-100 points, 100% exam

**Course Materials:**

- Lecture slides
- Alan McKinnon, Michael Browne, Maja Piecyk, Anthony Whiteing (2015) Green Logistics: Improving the Environmental Sustainability of Logistics, 3rd edition, Kogan Page
- Donald Waters, Stephen Rinsler (2014) Global Logistics: New Directions in Supply Chain Management, 7th edition, Kogan Page

**Places for exchange-students? (Yes, number/No):**

Yes, 10

**Places for Open University Students?(Yes, number/No):**

Yes, 5

**A380A0101: Supplier assessment and purchasing tools, 6 cp****Validity:** 01.08.2017 -**Form of study:** Basic studies**Type:** Course**Unit:** LUT School of Business and Management**Grading:** Study modules 0-5,P/F**Teachers:** Katrina Lintukangas**Note:**

Replaces the course A380A0100 Assessment of Business Relationships and Tools of Supply Management

**Year:**

B.Sc. (Econ. &amp; Bus. Adm.) 3

**Period:**

2

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

D.Sc. (Econ. &amp; Bus. Adm.) Katrina Lintukangas

**Aims:**

The aim of the course is to give extensive general knowledge about the useful tools, systems and methods related to evaluation and management of supply networks and supplier relationships. In addition, the course familiarizes students with the concepts of performance measurement and business process improvement in international organizations. After completion of the course students can:

- recognize different inventory management methods
- calculate the key figures related to material management
- recognize the criteria of supplier selection
- name and describe different supplier evaluation and management methods
- evaluate the applicability of these methods in different business environment

- participate to the development of evaluation methods
- name the main determinants related to performance measurement

**Contents:**

Key figures of inventory management, criteria of supplier selection, methods and systems of supplier management and evaluation, price and cost analyses, total cost management, business process improvement methods. Tools of decision and selection making. Concepts of total quality management.

**Teaching Methods:**

Lectures 14 h, preparation for lectures 14 h. Exercises 8 h including the instructions of case assignment. Calculations and writing of the case report 64 h. Exam and reading for exam 60 h, 2nd period. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points, written exam 70%, case-report 30%, both assignments must be passed to obtain final grade

**Course Materials:**

Lecture slides, Assigned reading, collection of articles Lysons, K. & Farrington, B.,2006. Purchasing and supply chain management, 7th ed., Prentice Hall.

**Prerequisites:**

The principles of purchasing and supply management

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**A380A0130: Business relationships in international value networks, 6 cp**

**Validity:** 01.08.2017 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Anni-Kaisa Kähkönen, Terhi Tuominen

**Year:**

B.Sc. (Econ. & Bus. Adm.) 3

**Period:**

1

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

Associate Professor, D.Sc. (Econ. & Bus. Adm.) Anni-Kaisa Kähkönen

**Aims:**

The aim of the course is to familiarize students with different business relationships in value networks, with the management of relationships and networks, and the characteristics of international business relationships and collaborative networks.

Upon completion the course students are able to

- understand the main concepts and theoretical backgrounds of collaboration and networks
- analyze the benefits and challenges of relationships and networks
- recognize and understand the characteristics of value networks
- define supplier and customer relationships
- participate to the development of relationships.

**Contents:**

The concepts and theories of collaboration and networking, characteristics of value networks, the benefits and challenges of collaboration, managing of collaboration and networks, vertical and horizontal collaboration, the management of supplier relationships and customer relationships. Case assignment, visiting lecturer from company.

**Teaching Methods:**

Lectures 14 h, independent reading assignments and preparation for lectures 14 h, pre-assignments for lectures and writing the written reports 22 h. Case assignment including written reports and class presentations, 55 h. Exam and preparation for exam 55 h, 1 period. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

Grade 0-5, evaluation 0-100 points. Written exam 40 %, case assignment 40 %, pre-assignments for lectures 20 %, all assignments must be passed to obtain final grade.

**Course Materials:**

1. Lecture materials, 2. Assigned reading, 3. Selection of journal articles

**Prerequisites:**

B.Sc. (Econ. & Bus. Adm.) General studies

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

Yes, 5.

**A380A0250: Export-Import Operations, 6 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Jari Varis, Sirpa Multaharju

**Year:**

B.Sc. (Econ. & Bus. Adm.) 2

**Period:**



1

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

D.Sc. (Tech.) Jari Varis

D.Sc. (Econ. &amp; Bus. Adm.) Sirpa Multaharju

**Aims:**

The aim of the course is to provide the students with the knowledge of most central issues of firms' exporting and importing functions. After completion of the course the students should be able to:

- identify and describe various export and import modes.
- explain the functions of exporting and importing in a company.
- analyze the export and import readiness of a chosen company in practice. E.g. be able to compare skills needed for international market entry.
- identify and select the most suitable payment and transportation methods in a given export/import situation.
- name the most common documentation related to export/import operations.
- identify the most important organizations for export/import assistance.
- identify the basic theories of international trade.
- conduct project work in teams regarding export/import related matters.

**Contents:**

Exporting and importing as concepts and various modes of exporting and importing; exporting and importing as a part of firm's operations; exporting, importing and marketing functions of the firm, export / import readiness, export / import planning and implementation; payment methods in international trade, international trade theories and Finnish foreign trade. Required documents related to exporting and importing, Sources of information for exporting. Real life examples of exporting and importing practices in various companies (group assignments).

**Teaching Methods:**

Lectures (18 h), exercises (8 h), 1st period. Group assignment given on the lectures, 1st period. Compulsory written exam. Total workload for student 160 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

Yes

**Assessment:**

Grade 0-5, evaluation 0-100 points: - Group assignment 30 points - Written exam 70 points

**Course Materials:**

Lecture materials

Melin Kirsti, (2011) Ulkomaankaupan menettelyt

Albaum, G. &amp; Duerr, E. (2008) International marketing and export management, 6th (or 7th) edition, Prentice Hall, FT (luennoitsijan ilmoittamat osat)

Other material informed by lecturers

**Prerequisites:**

CS10A0010 Markkinoinnin perusteet, A130A0200 Hankintatoimen perusteet

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

## **KaSOMSust: Sustainability, 24 - 35 cp**

**Validity:** 01.08.2016 -

**Form of study:**

**Type:** Study module

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

No course descriptions.

*Obligatory courses 9 cr*

### **BH60A4400: Introduction to Sustainability, 3 cp**

**Validity:** 01.08.2013 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Energy Systems

**Grading:** Study modules 0-5,P/F

**Teachers:** Virgilio Panapanaan, Risto Soukka, Mirja Mikkilä

**Year:**

M.Sc. (Tech.) 1

**Period:**

1

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Risto Soukka

**Aims:**

Upon completion of the course the students are expected to be able to:

- 1) explain the interaction between the environment, society and business and understand the relationships of various actors in these fields and their impacts on the society and the environment;
- 2) understand the core idea and thinking behind sustainability and its importance in order to limit or decelerate environmental damages and improve our quality of life while pursuing a more sustainable lifestyle and business within the planetary boundaries;
- 3) understand and apply practically the learned principles and concepts of sustainability in relation to current production and consumption habits;
- 4) know and be guided about the different value-adding activities and tools that promote sustainability; and
- 5) demonstrate the ability to reflect sustainability principles in the assignment, studies and desirably in thinking and lifestyles.

**Contents:**

The general objective of the course is to introduce students to different sustainability challenges that our world is facing as a consequence of human activities and natural causes. The idea is to learn and understand those sustainability challenges and their interconnectedness, and find out how we could move or transit towards a more sustainable world.

**Teaching Methods:**

1st period: 14 h of lectures. Independent study (approx. 64 h): assignment (group work) and seminar (approx. 26 h). Preparation for the examination and the exam (approx. 38 h). Total workload 78 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

Yes

**Assessment:**

0 - 5. Examination 70 %, assignment 30 %.

**Course Materials:**

Will be announced during lectures. Moodle.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 80, priority is given to the students who have this course as an obligatory in their degree structure

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**CS30A1691: Social Sustainability, 6 cp****Validity:** 01.08.2016 -**Form of study:** Basic studies**Type:** Course**Unit:** LUT School of Business and Management**Grading:** Study modules 0-5,P/F**Teachers:** Rakhshanda Khan, Helinä Melkas, Suvi-Jonna Martikainen, Satu Pekkarinen, Suvi Konsti-Laakso**Year:**

B.Sc. (Tech.) 3

**Period:**

4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Helinä Melkas

**Aims:**

The student learns to understand the significance and meaning of social sustainability in development of business, organization as well as product and service processes. This aim is approached by looking into the theme both from theoretical and practice-based viewpoints. The student gains insight into the kinds of tools and methods that enable social sustainability to become part of business, management as well as product and service development. The student recognizes appropriate situations for applying these methods, and gains elements for critical thinking.

**Contents:**

Core content: social sustainability at different levels (global, societal and organizational), social innovation, frugal innovation, social enterprise, end-user involvement, employee involvement, human impact assessment  
 Supplementary content: practical cases, methods and Living Lab activities

**Teaching Methods:**

Lectures (intensive teaching) and small group assignments during the lectures 5 h; case exercise to be given during the lectures 60 h; independent and/or group studies 66 h; presentation of case exercises in a closing seminar 10 h; personal learning diary 15 h = total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Case exercise 70%, learning diary 30%.

**Course Materials:**

The study materials consist of course slides and selected articles (will be announced later).

**Places for exchange-students? (Yes, number/No):**

Yes, 15

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

*Elective courses, min. 15 cr. Recommended, if not included elsewhere in the degree*

**A350A0500: Sustainable Strategy and Business Ethics, 3 cp**

**Validity:** 01.08.2013 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Laura Olkkonen, Karl-Erik Michelsen

**Year:**

M.Sc. (Econ. & Bus. Adm.) 1

**Period:**

2

**Teaching Language:**

English

**Teacher(s) in Charge:**

Post-doctoral Researcher Ph.D. Laura Olkkonen  
 Professor, Ph.D. Karl-Erik Michelsen

**Aims:**

This course concentrates on the topical phenomena and concepts related to the creation and development of sustainable strategy, shared value creation and business ethics in organisations. The

concepts will be investigated both from the viewpoints of academic research and practical relevance. Students will learn to discuss and synthesize the recent literature, examine the links of contemporary topics to previous research and assess the practical relevance of the issues through concrete examples. The learning outcomes of the course are the following:

1. To assess the topics of sustainable strategy and business ethics in the firm level as well as within the broader institutional context from both academic and practitioner perspectives.
2. To discuss and debate on the conflicting perspectives of sustainability and ethics in business.
3. To be able to analyze the practical relevance of sustainable business strategy

**Contents:**

The content of the course is based on topical issues related to sustainable strategy and business ethics from different approaches.

The core content includes: - Basics of sustainability and ethics in business context - Recent trends and developments of sustainable strategy and corporate responsibility - Sustainability issues in the supply network - Key business ethics challenges

**Teaching Methods:**

In-class hours: 2. period: 12 hours of lectures; 12 hours of interactive theme sessions and seminars; and an interactive panel session with business and societal experts (4 hours).

Out-class hours: Preparation for the theme sessions and seminars: 12 h. Course assignment in groups 40 h. Total hours: 80 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

No written exam. Final grade 0-5. 100 points based on course assignment conducted in groups.

**Course Materials:**

Academic and practitioner-oriented articles on sustainability and business ethics. Readings list distributed in Moodle.

**Places for exchange-students? (Yes, number/No):**

Yes, 10

**Places for Open University Students?(Yes, number/No):**

Yes, 5

**Related to:**

to sustainability

**BH60A4500: Corporate Responsibility and Management 1, 3 cp**

**Validity:** 01.06.2013 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Energy Systems

**Grading:** Study modules 0-5,P/F

**Teachers:** Lassi Linnanen, Mirja Mikkilä

**Note:**

The course is intended for international students or Sustainability minor students. Literature examination in the electric exam system. Registration for the course in WebOodi during the academic year. Registration for the exam using the electric exam software (Exam). The examination can be carried also

during the vacations. Beyond the academic year the registration only for the electric exam software. Moodle is used as a communication platform.

**Year:**

B.Sc. (Tech.) 3

**Period:**

1-4 Calendar year

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.), M.Sc. (Tech.) Lassi Linnanen, Associate Professor D.Sc. (Agr.& For.) Mirja Mikkilä

**Aims:**

Upon completion of the course the student is expected to be able to:

1. recognize the relationship between the company and society,
2. explain the connection between corporate responsibility and business strategies,
3. recognize organizational, economic, and social issues related to corporate social responsibility,
4. identify tools and mechanisms of corporate responsibility,
5. name dimensions and stakeholders related to corporate responsibility,
6. explain the importance of stakeholders in his/her own words.

**Contents:**

Corporate environmental strategies and application of the methods of environmental management. Analyzing the impacts that environmental management has on business. Identifying the sectors of responsible business operations. Basics of corporate ethics. Informing of and reporting on corporate responsibility issues to the stakeholders. Reporting of corporate social responsibility. The course is related to sustainability.

**Teaching Methods:**

Literature examination in the exam aquarium. All the exams done during one calendar month are to be reviewed by the 15th of the following month. Total workload 78 h. See Moodle for further instructions and contact information.

**Assessment:**

0 - 5. Examination 100 %.

**Course Materials:**

Werther, William B. Jr., Chandler, David: Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, 2010. Other material and literature specified in MOODLE course overview.

**Prerequisites:**

BH60A1600 Basic Course on Environmental Management and Economics attended or equivalent knowledge.

**Places for exchange-students? (Yes, number/No):**

The course has 1-5 places for the exchange students.

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

*Elective courses*

**BH60A1600: Basic Course on Environmental Management and Economics, 5 cp**

**Validity:** 01.08.2007 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Energy Systems

**Grading:** Study modules 0-5,P/F

**Teachers:** Virgilio Panapanaan, Katariina Koistinen, Lassi Linnanen

**Year:**

B.Sc. (Tech.) 2

**Period:**

2

**Teaching Language:**

The course will be lectured in English. The assignments and exam is possible to do in Finnish. If you want to do the course in Finnish, please contact the teacher.

**Teacher(s) in Charge:**

Professor, D.Sc. (Econ. & Bus. Adm.) Lassi Linnanen

**Aims:**

Upon completion of the course the student is expected to be able to:

- 1) describe the challenges that sustainable development poses to society and businesses;
- 2) understand how and what environmental responsibility and sustainability means for business;
- 3) identify corporate stakeholders and analyse their importance and environmental viewpoints;
- 4) understand the basics of environmental regulations, environmental strategy and risk management;
- 5) use and compare the indicators of eco-efficiency;
- 6) explain the basics of life cycle thinking, management and related concepts;
- 7) explain the steps of planning and implementing environmental management system;
- 8) know the different environmental communication and marketing tools; and
- 9) synthesise the basic environmental management tools and explain the reasons for their application.

**Contents:**

Identifying the influence of sustainable development on business. Learning the basic concepts related to corporate responsibility and corporate environmental management. Identifying corporate stakeholders and their importance. Understanding the basics of environmental regulations and the concepts of environmental strategy and risk management. Recognising the indicators of eco-efficiency. Knowing the basics of life cycle analysis and related concepts on environmental product design. Knowing the basics of building and maintaining an environmental management system. Understanding the basics of environmental communication (environmental marketing, eco-labelling and sustainability reporting).

**Teaching Methods:**

2nd period: 24 h of lectures, including two voluntary case exercises (group work). Share of individual work (approx. 106 h). Written assignment, approx. 56 h, written examination and preparation for it, approx. 50 h. Total workload 130 h.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

Yes

**Assessment:**

0 - 5. Examination 70 %, written assignment 20 %, case-exercises 10 %.

**Course Materials:**

Schaltegger et al., 2003. An introduction to corporate environmental management: striving for sustainability.

Werner, A. 2014. Elements of Environmental Management.

Additional reading materials will be provided during the lectures.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 100, priority is given to the students who have this course as an obligatory in their degree structure

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**BH60A2801: Energy and Environmental Challenges in Russia, 3 cp**

**Validity:** 01.08.2012 - 31.12.2016

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Energy Systems

**Grading:** Study modules 0-5,P/F

**Aims:**

Upon completion of the course the student is expected to be able to 1. list the main challenges in energy production in Russia, 2. list the main environmental challenges in Russia, 3. describe the reasons for the energy and environmental challenges in Russia, 4. explain the main improvement needs in the energy and environmental sector in Russia, and 5. report orally and in writing in English about the example problems.

**Contents:**

Energy production challenges, electricity market structure, issues on energy efficiency and resource saving, environmental policy and legislation, the state of water purification and waste water treatment, waste generation and organization of waste management.

**Teaching Methods:**

3rd period: 12 h of lectures, 4 h of seminars. Written assignment approx. 30 h. Written examination and preparation for it approx. 30 h. Total workload 76 h. Moodle is used in this course.

**Assessment:**

0 - 5. Examination 50 %, seminar work and written assignment 50 %.

**Course Materials:**

Literature will be announced later. Moodle.

**Notes:**

This course has 1-5 places for open university students. More information on the web site for open university instruction.

**BH61A0600: Bioenergy, 3 cp**

**Validity:** 01.08.2011 -

**Form of study:** Basic studies



**Type:** Course

**Unit:** LUT School of Energy Systems

**Grading:** Study modules 0-5,P/F

**Teachers:** Tapio Ranta

**Year:**

M.Sc. (Tech.) 1

**Period:**

1

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Tapio Ranta

**Aims:**

Upon completion of the course the student will be able to understand the meaning of bioenergy, alternative biomass resources, supply methods, refining and end-user applications; describe the quality properties of solid biofuels and how they are measured and evaluated by using standards; and explain the meaning of sustainability in bioenergy systems.

**Contents:**

The role of bioenergy in the EU energy policy, incentive programmes and future plans. Raw-material sources of bioenergy, potential resources and current use. Biomass supply systems and logistics. Refined biofuel commodities, biogas and liquid biofuels. Biomass international trade. Quality properties of solid biofuels, quality measurement and standards. Sustainable bioenergy.

**Teaching Methods:**

1st period: 12 h of lectures. Written examination. Total workload 78 h, containing 63 h of self-study.

**Examination in Examination schedule (Yes/No):**

Yes

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Examination 100 %.

**Course Materials:**

Course Materials

Energy Visions 2050, VTT. 2009. Chapters 2, 4.4, 5.2 - 5.4. Additional material will be announced later during lectures.

**Places for exchange-students? (Yes, number/No):**

Yes

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**BL40A2600: Wind power and solar energy technology and business, 5 cp**

**Validity:** 01.08.2013 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Energy Systems

**Grading:** Study modules 0-5,P/F

**Teachers:** Katja Hynynen, Olli Pyrhönen

**Year:**

B.Sc. 3

**Period:**

3-4

**Teaching Language:**

Finnish

**Teacher(s) in Charge:**

D.Sc. Katja Hynynen

**Aims:**

Upon completion of the course the student will be able to: 1. model the process from wind energy into company turnover at the principle level, 2. identify and describe the key technologies related to wind power, the core business principles, environmental issues, energy policy and their development trends, 3. describe the mutual effects of wind power and electric power systems, 4. identify and describe the technologies related to solar power., 5. describe the basic principle of photovoltaic cells, 6. estimate the performance and profitability of a PV plant.

**Contents:**

Core content; process modelling from kinetic energy of wind into company turnover and from solar radiation to turnover. Complementary knowledge; basic components of a wind power plant (turbine, gearbox, generator, power electronics, power electronics, tower), environmental effects of wind power, wind park planning, grid effects of wind power, economic feasibility of wind power under different circumstances, wind conditions in Finland. Solar energy technologies, operating principle of solar panels, PV solar power plant structure.

**Teaching Methods:**

Lectures 14 h, homework, 3rd period. Lectures 14 h, 4th period. Weekly homework. Two assignments. Total workload 130 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0-5, project works 60 %, homework 40 %.

**Course Materials:**

Material handed out in class. Moodle.

**Prerequisites:**

Basics of physics (mechanics, thermodynamics, electricity)

**Places for exchange-students? (Yes, number/No):**

No

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**CT10A7002: Green IT and Sustainable Computing, 6 cp**

**Validity:** 01.08.2016 -

**Form of study:** Basic studies

**Type:** Course

**Unit:** LUT School of Business and Management

**Grading:** Study modules 0-5,P/F

**Teachers:** Jari Porras

**Year:**

M.Sc. (Tech.) 1-2

**Period:**

3-4

**Teaching Language:**

English

**Teacher(s) in Charge:**

Professor, D.Sc. (Tech.) Jari Porras

**Aims:**

After the course students are familiar with technologies for Green IT and sustainable computing. Students know critical thinking and argumentation principles and are able to apply these skills in discussions carried over the topic. Students are able to discuss about the topic and examine it critically.

**Contents:**

The course emphasizes Green IT and sustainable computing field in sustainable development. The topic is covered through books and scientific articles. Students may be divided into small groups that will each study the topic.

**Teaching Methods:**

Lectures 2 h, seminars and discussions 8 h, homeworks 16 h, self-study 24 h, 3. period.  
Seminars and discussions 20 h, homeworks 26 h, self-study 60 h, 4. period. Total 156 h.

**Examination in Examination schedule (Yes/No):**

No

**Examination in Moodle (Yes/No):**

No

**Examination in Exam (Yes/No):**

No

**Assessment:**

0 - 5. Seminar work(s), active participation in discussions, homeworks.

**Course Materials:**

To be announced in Moodle pages before the course.

**Limitation for students? (Yes, number, priorities/Leave empty):**

Yes, 36. Priority is given to Software Engineering students.

**Places for exchange-students? (Yes, number/No):**

Yes, 5

**Places for Open University Students?(Yes, number/No):**

This course has 1-5 places for open university students. More information on the web site for open university instructions.

**Related to:**

to sustainability

**FV11A9503: Independent Study in English, 1 - 4 cp**

**Validity:** 01.08.2014 -

**Form of study:** Language and communication studies

**Type:** Course

**Unit:** Language Center

**Grading:** Study modules 0-5,P/F

**Teachers:** Riitta Gröhn, Tarja Kovalev, Kristiina Karjalainen, Olesya Kullberg

No course descriptions.