

5.2.2 MANAGEMENT AND ORGANIZATION

022073	JO7/KV30 Culture and International Negotiations
Credits	2 – 6 ECTS cr
Person responsible	Werner Auer-Rizzi (JO7.1 / KV30.1) Michel Poté (JO7.2 / KV30.2)
Term	2nd or 3rd I
Content and objectives	<p>022071 JO7.1/KV30.1 International Negotiations Objectives: At the end of the course students are able to (a) focus on the interests of all parties involved in a negotiation in order to create win/win situations, (b) avoid common decision making errors in negotiations, and (c) be aware of cultural differences when negotiating. Content: The course introduces and applies theories that contribute to improving negotiating and decision-making capabilities. Analytical skills in decision making and negotiations are considered important but emphasis is placed on the development of interpersonal skills necessary for the acceptance and implementation of good solutions to difficult problems. The approach involves hands-on learning in realistic settings that are relevant to the broad spectrum of negotiations and decisions that are traditionally faced by business people.</p> <p>022072 JO7.2/KV30.2 Culture and Interpersonal Communication In this global world it has become crucial to be able to relate efficiently to a great variety of interlocutors from diverse cultural backgrounds. To achieve this it is essential to understand how culture contributes to solving problems of adaptation and integration and influences interpersonal relations. The course starts with an analysis of one's own national culture; it proceeds with a reasoned discovery of the so-called foreign cultures, a study of the leading approaches to intercultural relations and considerations on the ethical dimension. At the end of this course, students will</p> <ul style="list-style-type: none"> · have become familiar with the notion of culture · be better conscious of their own cultural style, · have acquired a personal "tool-box" that will help them identifying, decoding, understanding and relating to foreign cultural backgrounds · have given some thought to the ethical dimension of intercultural exchanges.
Contact hours	<p>022071 JO7.1/KV30.1 International Negotiations Associate professor Dr. Werner Auer-Rizzi, Johannes Kepler University, Linz, Austria. 18 h. Students have to register for the course. Class size is limited to 20 students. The goal is 50 % exchange students, 50 % Finnish students. The final decision about participation will be based on creation of intercultural balance in the course and support for students majoring in management and international business, e.g., students who are also registered for JOS5.</p>

Contact hours	<p>022072 JO7.2/KV30.2 Culture and Interpersonal Communication Former Dean and Director General Michel Poté, Ecole Supérieure des Sciences Commerciales d'Angers, France. Intensive course 14 h: 9 h lectures and 5 h practical exercises. Teaching in English.</p>
Mode of assessment	<p>022071 JO7.1/KV30.1 International Negotiations There is no written examination for 022071 JO7/KV30 International Negotiations, 4 ECTS cr. Instead students are expected to participate in all the exercises and class discussions, keep a learning journal, be familiar with some of the literature on the reading list and to write a final reflective essay on their learning experience.</p> <p>022072 JO7.2/KV30.2 Culture and Interpersonal Communication Written case, group-work assignment, questions on course contents 022072 Cross-cultural communication, 2 ECTS cr. The final grade of the course consists of a written case (1/3), group-work assignment (1/3) and questions on course contents (1/3).</p>
Literature	<p>022071 JO7.1 / KV30.1</p> <ol style="list-style-type: none"> 1. Negotiating rationally, Bazerman, Max H. (1992), 0-02-901986-9. 2. Getting to Yes: Negotiating agreement without giving in (2nd ed.). Penguin Books, New York, Fisher, Roger; Ury, William; Patton, Bruce (1991), 0-14-015735-2. 3. Understanding Global Cultures: Metaphorical Journeys Through 28 Nations, Clusters of Nations, Gannon, Martin J. (2004), 0-7619-2980-0. 4. Cross-Cultural Management: A Knowledge Management Perspective, Pearson Education, Holden, Nigel (2002), 0-273-64680-X. 5. Negotiation readings, exercises and cases, Lewicki, R.J.; Saunders, D.M.; Minton, J.W. (1999), 0-256-21591-X. 6. When Cultures Collide: Leading Across Cultures, Nicholas Brealey Publishing, Lewis, Richard D (2006), 1-90-483802-2. 7. Culture s consequences comparing values, behaviors, institutions and organisations across nations, Hofstede, Geert (2001), 0-80-397324-1. 8. Managing People Across Cultures (Culture for Business), Trompenaars, Fons; Hampden-Turner, Charles (2005) <p>022072 JO7.2 / KV30.2</p> <ol style="list-style-type: none"> 9. Understanding cross-cultural management. London, Prentice Hall, Browaey, Marie-Joelle; Price, Roger (2008), 978-0-273-70336-5. 10. Cultures and organizations. Software of the mind. New York, McGraw Hill, Hofstede, Geert; Hofstede, Gert Jan (2005), 0-07-143959-5. 11. Riding the waves of culture. Understanding cultural diversity in business. London, Nicholas Brealey, Trompenaars, Fons (2001 or 2008), 1857881761. <p>Additionally selected articles for JO7.2/KV30.2.</p>
Supplementary material for the exam or for the course	

023030	JOS3/KVS17 Strategic International Human Resource Management
Credits	6 ECTS cr
Person responsible	Maarit Viljanen
Term	4th or 5th year III
Content and objectives	By completion of the course the students understand essential human resource management activities and strategies in international firms and organizations. The literature review introduces the context of international HRM, with an emphasis on the multifaceted and controversial effects of globalization on the use of labor in business enterprises. Various areas of international HRM are examined, such as the localized versus centralized model, development of global leaders and management of expatriates. The literature also concentrates on evaluating HRM critically in terms of its underlying values as well as the ways it acts as a system of power in international business.
Contact hours	No lectures.
Mode of assessment	Written exam based on the literature 023030 JOS3 Strategic International Human Resource Management, literature, 6 ECTS cr.
Literature	<ol style="list-style-type: none"> 1. International human resource management managing people in a multinational context, Dowling, Peter J. (2004), 1-84480-013-X. 2. International human resource management: globalization, national systems and multinational companies, Edwards, Tony; Chris Rees (2006), 0-273-65177-3. 3. International HRM a cross-cultural approach, Jackson, Terence (2002), 0-7619-7405-9.
Notes	The course is not part of the JOO (flexible right to study) –system.
023041	JOS4 Leadership and Organizational Psychology
Credits	10 ECTS cr
Person responsible	Arto Ryömä and Satu Lähteenmäki
Term	4th or 5th year IV
Content and objectives	The course takes a psychological approach to leadership, followership and group dynamics in organizations worldwide. The learning objective of the course is to build the participants' analytical skills and understanding on leadership on theoretical and practical level. Manifold theories of effective leadership - ranging from personality theories to behavioral, cognitive and social interaction theories as well as the new leadership paradigm - will be discussed and challenged during this course. Despite development of leader centered models, it is to be noted that the effectiveness of leadership is not only dependent on leader and subordinate relationships, but also on group dynamics, relationships between the organizational actors, and context. In global business cultural diversity, constant change and physical distribution of work teams changes the nature of leader-subordinate interaction and subsequently the very essence of leadership and group.
Contact hours	Spring IV Lectures JOS4 Leadership- and organizational psychology: universalities and controversies related to culture 28 h, interactive seminars and group exercises.

Mode of assessment	<p>There is no written exam. Grades are based on the following:</p> <p>1) Analytical essays based on pre-readings. (20%) Write two analytical essays whose arguments are based on the course materials. Essays must be returned at the first session as they lay ground for fruitful participation.</p> <p>1.1. How do I define leadership on the basis of the modern and post-modern schools of leadership theory? Which leadership theories / schools have influenced my thinking most and why?</p> <p>1.2. The bright and dark side of leadership - the role of followers as active contributors, vulnerable respondents or ignorant spectators.</p> <p>2) Active participation in the interactive 5 seminars (40%) 2.1. Power, 2.2. Charisma, 2.3. Pathological leadership / followership, 2.4. Gender, culture & context 2.5. My own leadership style based on V-Y test. Special readings for each seminar will be listed in the course outline given at the first session.</p> <p>3) Analyzing followers as a group (20%). Exercise made in groups of 3 people by observing team work, group dynamics and team leadership in different contexts. Written report and short oral presentation.</p> <p>4) Leadership analysis (20%) Exercise made in groups of 3 people based on a biography of any 'great leader' or interview of a company leader. Written report and short oral presentation.</p>
Literature	<p>023041 JOS4 Leadership and Organizational Psychology 10 ects cr.</p> <p>1. Leadership classical, contemporary and critical approaches, Grint, Keith (ed.) (1997), 0-19-878181-4.</p> <p>2. Struggling with the demon perspectives on individual and organizational irrationality, Kets de Vries, Manfred F. R. (2001), 1-887841-42-3.</p> <p>3. Leadership theory and practice, Northouse, Peter G. (2004), 0-7619-2566-X.</p> <p>4. Power, politics and organizational change winning the turf game, Buchanan, Dave (1999), 0-7619-6222-0.</p>
Supplementary material for the exam or for the course	<p>Pre-reading Collinson, David (2005) Dialectics of Leadership. Human Relations, Vol. 58 (11), pp. 1419-1442. Wood, Martin (2005) The Fallacy of Misplaced Leadership. Journal of Management Studies. Vol. 42 (6), pp. 1101-1121.</p>

023056	JOS5/KVS18 International Management, lectures and literature
Credits	6 ECTS cr
Person responsible	Riku Santala
Term	4th or 5th year I
Content and objectives	The module focuses on international aspects of management from steering a company to managing mergers and acquisitions in a cross-cultural context. This module is particularly recommended for persons aiming at business operations in international and/or global context. Particularly this module provides managerial and leadership skills for managing change during a post-acquisition process in mergers and acquisitions.

Prerequisites	Participants are offered concrete skills for preparing, carrying out and institutionalizing a major transformation in an organization. It is recommended that the participants have taken their basic and subject studies, especially course JO7, before entering this module
Contact hours	In the autumn term I JOS5 International Management 20 h. Case exercises and working papers. Participants solve and present cases at the course in competitive teams and write 2 working papers based on the lectures and material handed out at the course.
Mode of assessment	Written exam 023056 JOS5 International Management, 6 ECTS cr. (lectures and textbooks and the article collection). In addition to the final exam participants have a possibility to receive additional bonus up to 50% of the total score of the final exam based on the case exercises, working papers as well as active participation at the course.
Literature	<ol style="list-style-type: none"> 1. Managing across borders the transnational solution, Bartlett, Christopher A. (1989), 0-09174-118-1. 2. Managing across cultures, Schneider, Susan C. (1997), 0-13-272220-8. 3. Managing acquisitions creating value through corporate renewal, Haspeslagh, Philippe C. (1991), 0-02-914165-6. 4. Balanced scorecard translating strategy into action, Kaplan, Robert S. (1996), 0-87584-651-3.
Supplementary material for the exam or for the course	A collection of the classical and latest articles and other supplementary reading on the topic.

023090	JOS9/TJS1 Management of ICT Services
Notes	See course TJS1 / Information Systems Science
023110	JOSe10/TJSe2 Management of IS Projects
Notes	See course TJSe2 / Information Systems Science
023120	JOS11/YRS9/MAS19/LTS19 Business Development Laboratory: Turning Ideas into Business.
Notes	See course YRS9 / Entrepreneurship
023140	JOS13/TMS47/KVS16 Perspectives to the Finnish Innovation System
Credits	6 ECTS cr
Term	Not available during the academic year 2009-2010.
Notes	See course description in WebOodi
023150	JOS14 Leadership and Teamwork in Virtual Organizations
Credits	6 ECTS cr
Person responsible	Eeli Saarinen, Timo Lainema, Satu Lähteenmäki
Term	4th or 5th year II

Content and objectives	<p>The operational environment of organizations has become more and more complex, competitive and turbulent in the global business context. Organizations have responded by becoming more temporary, multicultural and dispersed. They look for flexible, cost-efficient way of gathering the best skills and expertise to the organization. Considering this organizational context, new kinds of skills are needed for securing fruitful exchange of ideas, efficient decision making and optimal team performance.</p> <p>This course is a combination of theory and practice of Virtual Organizations (VO). The aim is to develop different skills needed in global organizations.</p> <p>Lectures focus on the special characteristics of VOs. Taking a multidisciplinary approach the lectures enlighten the various aspects in which the VOs differ from traditional organizations. The effects of the virtual context in everyday management and current leadership and organization theories are also discussed.</p> <p>The second part of the course is based on experiential learning exercises (business simulation game), during which the students in TSE are cooperating on-line with students located in Austria (Johannes Kepler University). During the exercises, students practice decision-making in virtual setting and analyze the results from their decisions. The aim is to experience the challenges of virtual communication and to learn the basics of managing a business in a dynamic business environment.</p>
Prerequisites	Participation in the course JO7 (International Negotiations) is strongly recommended.
Contact hours	Lectures (14h) and Exercises (17h). Exercises consist of introduction (2h) and 3x5h business simulation game sessions.
Mode of assessment	No written examination. Participation in the lectures is reported by theory based essay on a given topic. Participation in the simulation game sessions is compulsory and reported by two reflective essays. 023150 JOS14 Leadership and teamwork in virtual organizations, exercises, 6 ECTS.
Supplementary material for the exam or for the course	A collection of the articles and other supplementary reading on the topic.

025020	JOJ12 Management and Organization Theory
Credits	8 ECTS cr
Person responsible	Juha Laurila
Content and objectives	The main objective of the course is to familiarise doctoral students with management and organization theory.
Contact hours	No lectures.
Mode of assessment	Written exam 025021 JOJ12 Management and Organization Theory, literature, 5 ECTS cr. Article 025022 JOJ12 Management and Organization Theory, article 3 ECTS cr.

Literature	<ol style="list-style-type: none"> 1. Strategy safari a guided tour through the wilds of strategic management, Mintzberg, Henry (1998), 0-684-84743-4. 2. New directions for organization theory problems and prospects, Pfeffer, Jeffrey (1997), 0-19-511434-5. 3. Organizations rational, natural and open systems, Scott, W. Richard (1998), 0-13-266354-6. 4. Organization theory from Chester Barnard to the present and beyond, Williamson, Oliver E. (ed.) (1995), 0-19-509830-7.
Supplementary material for the exam or for the course	One optional published doctoral thesis.

025030	JOJ13 Research Methodology
Credits	8 ECTS cr
Person responsible	Juha Laurila
Content and objectives	The course especially intends to deepen the methodological awareness and capabilities of doctoral students. This should result in their widened understanding of possibilities for empirical research and the ways in which these possibilities are related to theoretical and methodological choices.
Contact hours	No lectures.
Mode of assessment	Written exam 025031 Research Methodology, literature 5 ECTS cr. Exercises 025032 JOJ13 Research Methodology, exercises 3 ECTS cr.
Literature	<ol style="list-style-type: none"> 1. Integrating research a guide for literature reviews, Cooper, Harris M. (1989), 0-8039-3430-0. 2. Constructing social theories, Stinchcombe, Arthur L. (1968), 0-226-77484-8. 3. Management research an introduction, Easterby-Smith, Mark (2000), 0-8039-8393-X. 4. On the art of doing field studies an experience-based research methodology, Andersen, IB; Borum, Finn; Kristensen, Peer-Karnoe (1995), 87-16-13269-6. 5. Methodology for creating business knowledge, Arbnor, Ingeman (1997), 0-7619-0450-6. 6. Organizational research methods a guide for students and researchers, Brewerton, Paul (2001), 0-7619-7100-9.

025050	JOJ15/MAJ15/KVJ15 Reading the classics
Notes	See course MAJ15 / Marketing Attendance restricted to 10 students. Please note that JOJ11 The Roots of Finnish Management Thinking is alternative course for JOJ15/MAJ15/KVJ15 Reading the classics.

025100	JOJ100 Specialisation areas
Credits	3 - 32 ECTS cr
Person responsible	Supervisor of the doctoral dissertation
Content and objectives	The main objective of the course is to make the students more aware of the central themes in their special areas of study. The extent of studies may vary between students and degree in question.

Contact hours	No lectures.
Mode of assessment	Written exam 025101 JOJ100 Specialisation areas, literature, 5-20 ECTS cr. Report 025102 JOJ100 Specialisation areas, report, 3-12 ECTS cr.
Supplementary material for the exam or for the course	Literature for each specialisation area will be decided together with the supervisor.

025800	JOL Licentiate Thesis
Credits	90 ECTS cr
Content and objectives	A licentiate thesis in Management and Organization should demonstrate the student's ability to conduct scientific research.
Mode of assessment	Active and regular participation in research seminars over four terms, independent research, research work with research plans and reports in both academic years and the defence of the thesis in a public seminar. 025800 JOL Licentiate thesis, 90 ECTS cr.

025900	JOV Doctoral Thesis
Content and objectives	A doctoral thesis in Management and Organization should demonstrate the students deep understanding of the chosen research topic and his/her ability to independently produce new scientific knowledge.
Mode of assessment	025900 JOV Doctoral thesis. Active participation in research seminars over four terms, independent research with relevant plans and reports, and public defence of the doctoral thesis.