

## Contents

21C00150 Introduction to business (3 cr).....	2
21C00350 Human Resource Management (6 cr).....	3
21C10000 Business and Society (6 cr) .....	4
21C22000 Future of Work (6 cr) .....	5
21C23000 Managing Corporate Careers (6 cr) .....	6
21E00012 Gender and Diversity at Work (6 cr) .....	7
21E00029 Managing Mergers and Acquisitions (6 cr) .....	8
21E00030 Strategy Work (6 cr).....	9
21E00038 “Put Your Head on a Blockchain” - Strategies for Employing Emergent Technologies for Business and Society (6 cr).....	10
21E00032 Innovation Processes in Transition (6 cr).....	11
21E00036 Management and Strategy Book Club II (3 cr).....	12
21E03050 Inside Work Cultures, Book exam (6 cr).....	13
21E01050 Management and Strategy Making, book exam (6 cr) .....	14
21E72500 Finding Joy and Productivity in Academic Writing (6 cr) .....	15
21E10000 How to change the world: Innovating toward sustainability (6 cr) .....	17
21E12002 CAPSTONE in Creative Sustainability (6 cr) .....	18
21E16001 Sustainability in Business (6 cr).....	19
21E16100 Energy Business and Innovation (6 cr).....	20

## **21C00150 Introduction to business (3 cr)**

**Responsible teacher:** Ingmar Björkman; Christa Uusi-Rauva

**Status of the Course:** Degree Elective

**Level of the Course:** BSc. Open to students from all Aalto schools except from the Aalto School of Business.

**Teaching period:** 2018-2019; IV, Otaniemi Campus 2019-2020: no teaching

**Workload:** Lectures: 33 hours

Learning diaries: 24 hours

Take-home exam: 23 hours

**Learning Outcomes:** By the end of this course, students will be able to:

- understand key elements of the business environment and how they impact businesses
- understand the foundations of business operations, including key elements of accounting, finance, marketing, operational management, strategic management, and organizational communication

**Content:** This introductory course gives a basic understanding of business operations to students from other fields. It covers the key elements of the different functions of a firm: management, accounting, finance, marketing, and operations, as well as the broader societal context in which firms operate. The course will help students see how different functions of the firm form an interrelated whole. This understanding will help students in their own careers in different firms and organizations, regardless of their own area of expertise.

**Assessment Methods and Criteria:** Learning diaries 50%

Take-home exam 50%

**Study Material:** To be announced

**Course Homepage:** <https://mycourses.aalto.fi/course/search.php?search=21C00150>

**Evaluation:** 0-5 (fail – excellent)

**Registration for Courses:** Via WebOodi

**Language of Instruction:** English

**Further Information:** The minimum number of participants is 20

## **21C00350 Human Resource Management (6 cr)**

**Responsible teacher:** Kathrin Sele

**Status of the Course:** Bachelor: Management HR specialization area Compulsory HR track

**Level of the Course:** Intermediate

**Teaching period:** Period II (2018-2019), Otaniemi campus

Period II (2019-2020), Otaniemi campus

**Workload:** Lectures 30h presence (obligatory classroom presence)

Class preparation 30h (pre-readings, article watch, etc.)

Assignments 30h (group work)

Learning diary 30h (individual)

Exam preparation 37h

Exam 3h

Total 160h (6 ECTS)

**Learning Outcomes:** - describe the relationship between HRM and organizational performance by critically evaluating empirical evidence

- analyze the relationship between HR practices and their outcomes for the individual and the organization

- know the elements of the HR function and be familiar with each element's key concepts & terminology

- apply the principles and techniques of human resource management to the discussion of major personnel issues and the solution of typical case problems

**Content:** Throughout this course, we will be covering different topics related to HRM. We will start by examining the context, challenges and role of HRM. We will discuss concepts such as diversity and equality and focus on HR planning and job analysis. Then, we will look at various HR practices within the employment cycle, including recruitment and selection, compensation management, performance management, training and development, safety and health and employee relations. Also, we will highlight the importance of employee engagement and how to minimize employee turnover.

**Assessment Methods and Criteria:** Final exam: 40%

Assignments: 30%

Learning diary: 25%

Article watch: 5%

**Study Material:** Slides, articles, case studies etc. provided during class: tba

No compulsory book

**Substitutes for Courses:** 21C00300 Henkilöstöjohtaminen

**Prerequisites:** It is recommended that the students have basic knowledge in organizational behavior theories and concepts.

**Evaluation:** 0-5

**Registration for Courses:** WebOodi

**Language of Instruction:** English

**Further Information:** Max. 100 students. Priority for management students.

## **21C10000 Business and Society (6 cr)**

**Responsible teacher:** Esko Aho Kirsti Iivonen

**Status of the Course:**

Aalto-course

Management minor elective course

**Level of the Course:** Intermediate studies

**Teaching period:** Period III (2018-2019)

Period III (2019-2020)

**Workload:** Attending lectures 24h (not compulsory but highly necessary for good grades)

Preparing for the lectures 24h

Writing the learning diary 35h

Studying additional readings 30h

Preparing for the exam 44h

Writing the exam 3h

Total 160h (6 cr)

**Learning Outcomes:** This course has three interlinked goals. After completing the course, the students should be able to understand:

- how the mechanisms and processes of the interaction and interrelationship between business and society work
- how the dialogue between the companies and the society can be constructed so as to be beneficial to the both parties
- how the companies' relationship to the surrounding society can and should be an integral part of their overall business strategy

**Content:** Must know: the concepts of "concept and context", Creation of Shared Value, ecosystems

**Assessment Methods and Criteria:** 50% reflective learning diary

50% final essay exam

**Study Material:** Preparatory and additional readings (articles, reports, newspaper texts, case studies)

TBA

**Course Homepage:** <https://mycourses.aalto.fi/course/search.php?search=21C10000>

**Prerequisites:** No specific prerequisites for attending the course.

**Evaluation:** 0-5

**Registration for Courses:** Via Weboodi

**Language of Instruction:** English

## **21C22000 Future of Work (6 cr)**

**Responsible teacher:** Henrika Franck

**Status of the Course:** Bachelor's degree; Minor in Management

Elective course Aalto course

**Level of the Course:** Intermediate

**Teaching period:** Period V (2018-2019), Otaniemi campus

Period V (2019-2020), Otaniemi campus

**Workload:** 14 h Pre-exam

24 h Lectures

64 h Assignments and preparation for lectures

58 h Reading and writing learning diary

**Learning Outcomes:** The goal of this course is to explore and develop plans of action for improving the job and career opportunities for today and tomorrow's workforce. You will gain a historical overview of work and employment policy in Finland and around the world: How the roles of companies, employees, and public policy have changed and created the labor market we see today. You will understand the status of the current work market in more detail: What does it look like? What types of jobs do we have, and what skills are required? What are emerging trends in how firms organize work? You will learn how globalization and advancing technologies will change the way we work, which jobs could be eliminated and which jobs could be created in their place; How we might influence the way technology is designed and used to improve the quality of work. You will gain resources and tools you can use to plan your own career paths in the workplaces of the future.

**Content:** This course familiarizes the students with understanding of how the world of work is changing, how firms can compete and prosper and support good jobs and careers. We will also address divisions and inequalities in the society that may threaten the future of our economy and democracy. The students will gain a realistic perspective to these issues through case studies, guest lectures, and group assignments.

**Assessment Methods and Criteria:** 60% assignments

40 % learning diary

**Study Material:** Collection of articles and book chapters (to be announced)

**Evaluation:** 0-5

**Registration for Courses:** WebOodi

Students must attend the first lecture to ensure their place on the course.

**Language of Instruction:** English

**Further Information:** Students must attend the first lecture to ensure their place on the course. Max 75 students

## **21C23000 Managing Corporate Careers (6 cr)**

**Responsible teacher:** Derin Kent

**Status of the Course:** Management minor elective

**Level of the Course:** Intermediate

**Teaching period:** Period I (2018-2019), Otaniemi campus

Period I (2019-2020), Otaniemi campus

**Workload:** Contact teaching 15h

Independent work 142h

Exam 3h

Total = 160h (6 ECTS)

**Learning Outcomes:** After completing this course, you will be able to:

- 1) identify organizational tournaments that attract, select, and eliminate contestants
- 2) use workplace information to determine your prospects for advancement
- 3) describe tactics used in organizational tournaments - managing impressions, overcoming dependence, networking, and taking credit
- 4) develop a strategy to decide which tournaments you want to be a part of, and what kind of player you want to be

**Content:** Each year, thousands of the best and brightest students start their careers at companies known for intense work cultures, including Amazon, Goldman Sachs, and McKinsey. After years of dedication, only few will obtain the attractive prizes – partnership, a VP role, or a spot on the executive team. This course is designed to help you grasp the unwritten rules of the corporate game of who wins these prizes, and who gets filtered out. The basic idea is that corporate careers resemble tournaments rather than marathons. Many contestants compete for few prizes, and those who fail to advance in earlier rounds don't get to compete in later ones. We'll use organizational theory and cases to answer questions such as why consultancies prefer "insecure overachievers" to experienced job candidates, why companies pay enormous sums for celebrity CEOs, and whether technical skill or impression management matter more moving up the corporate hierarchy. Understanding this helps us figure out our real position in an organization, the people and situations we are likely to encounter, and the type of contestant we want to be (if one at all).

**Assessment Methods and Criteria:** 40% exam

50% assignments

10% participation

**Study Material:** a) Bowe, J., Bowe, M., & Streeter, S. 2001. Gig: Americans talk about their jobs. New York: Three Rivers Press.

b) A variety of other readings will be made available during the course.

**Evaluation:** 0-5

**Language of Instruction:** English

**Further Information:** Priority to BIZ students; other Aalto students added to the course in order of registration. Maximum of 50 students. Because grades involve a participation component, students should be prepared to attend classes and to engage in discussion.

## **21E00012 Gender and Diversity at Work (6 cr)**

**Responsible teacher:** Saija Katila; Kirsi Eräranta

**Status of the Course:** M.Sc. degree, elective course in common studies in Management and International Business. CEMS course

**Level of the Course:** Advanced studies.

**Teaching period:** Period IV (2018-2019) Otaniemi campus

Period IV (2019-2020) Otaniemi campus

**Workload:** Contact teaching 24 h

Independent work 136 h

Total 160 h (ECTS)

**Learning Outcomes:** This course raises awareness and deepens understanding of the significant role of gender and diversity in contemporary work organizations. It offers multiple perspectives to analyze issues of gender and diversity at the levels of identity, organizational practices and society. The course provides students with conceptual and practical tools to critically examine social and organizational practices of exclusion and inclusion. The course further develops students' reflective skills in detecting how they, and the organizations they are participating in are doing gender and diversity. Moreover, students learn how they can act as change agents in making exclusionary practices visible and creating inclusive workplaces. During the course students will also develop their writing, group working as well as presentation skills.

**Content:** The course provides an overview of gender and diversity issues in management, organizations and labour market and focuses especially on doing gender (and diversity) approach in understanding gender and diversity in organizations. Various societal and organizational images and practices are examined from the perspective of how they privilege certain categories of people while excluding others. The course looks at these issues in different contexts ranging from everyday experiences to gendered practices in the global economy. The possibilities for change are explored by considering forms of interventions for changing exclusionary practices.

**Assessment Methods and Criteria:** Assignments 100 %

**Study Material:** Articles indicated in the syllabus.

**Substitutes for Courses:** 21E80000 Gender, Management and Organizations. It is possible to include only one of these courses to the Master's degree.

**Course Homepage:** <https://mycourses.aalto.fi/course/search.php?search=21E00012>

**Evaluation:** 0-5

**Registration for Courses:** Via WebOodi one week before the start of the teaching period.

**Language of Instruction:** English

**Further Information:** The course is restricted to 50 students (including quotas for students from the Open University and Joo-studies).

Priority list:

1. MIB/Strategy/Global Management/CS/IDBM,
2. MIB minor students,
3. Other BIZ students,
4. Other Aalto students. There is compulsory attendance the day your group is presenting. Students are further strongly encouraged to be present during the first class.

## **21E00029 Managing Mergers and Acquisitions (6 cr)**

**Responsible teacher:** Alexei Koveshnikov; Natalia Vuori

**Status of the Course:** Master's Programme in Management and International Business  
Strategy Work specialization area

Aalto course

**Level of the Course:** Advanced studies

**Teaching period:** Period V 2018-2019, Otaniemi campus

Period V 2019-2020, Otaniemi campus

**Workload:** Contact teaching 30h

Independent work 130h

Total 160h (6 ECTS)

**Learning Outcomes:** The course provides the students with an up-to-date understanding of theories and practices of M&A that will help them to understand the nature of M&As and plan and implement post-merger integration successfully. Upon completing the course, the students should be able to:

1. Understand the challenges that organizational members involved in mergers and acquisitions are confronted with;
2. Analyze the M&A process with its challenges and dilemmas from different theoretical angles;
3. Learn to develop an integration plan for M&As that would allow maximizing strategic synergies, while minimizing cultural challenges and risks;
4. Be able to assess and manage the complex dynamics in unfolding M&A integration.

**Content:** The course offers a theoretically grounded and practically relevant overview of the key themes in Mergers and Acquisitions (M&A) and specifically in post-merger integration (PMI). Building upon a theoretical understanding of organizational changes and M&A-specific concepts and frameworks, the course concentrates on the various problems and challenges in M&A and PMI. These include strategic integration and synergies, cultural challenges, identity-building, cognitive and emotional dynamics of inter-firm collaboration, politics, communication and learning.

**Assessment Methods and Criteria:** Assignments 100%

**Study Material:** A reading package consisting of academic and popular articles.

**Course Homepage:** <https://mycourses.aalto.fi/course/view.php?id=16183>

**Prerequisites:** Completing basic courses on strategic management before this advanced level course (such as TU-91.1011 or 21C00100 or 21E00030) is recommended.

**Evaluation:** 0-5

**Registration for Courses:** WebOodi.

**Language of Instruction:** English

**Further Information:** The course is restricted to 50 students (including quotas for students from the Open University and Joo-studies).

Priority list:

1. MIB/Strategy/Global Management/CS/IDBM,
2. MIB minor students,
3. CEMS students,
4. Other BIZ and exchange students,
5. Other Aalto students.

## **21E00030 Strategy Work (6 cr)**

**Responsible teacher:** Farah Kodeih

**Status of the Course:** M.Sc. degree, specialization studies in Management and International Business

**Level of the Course:** Advanced studies

**Teaching period:** Period I (2018-2019), Töölö campus

Period I (2019-2020), Otaniemi campus

**Workload:** Contact teaching 36h

Independent work 124 h Total 160h (6 etcs)

**Learning Outcomes:** This course provides students with the basic understanding of the processes and practices through which strategy is implemented in organizations. Students will learn the basic principles for facilitating strategic implementation through leadership, communications, and organizational design. We will familiarize the students with typical strategy processes and the variety of organizational roles involved in strategy implementation in multinational corporations and smaller entrepreneurial firms. We will also address the barriers and obstacles that may hinder strategic implementation, including resistance to change and politics.

**Content:** This course familiarizes the students with the practice and implementation of strategy in multinational corporations and smaller entrepreneurial firms. The students will gain a realistic perspective to practices and routines and challenges related to strategy implementation through case studies, guest lectures, and group assignments.

**Assessment Methods and Criteria:** Assignments 100%

**Study Material:** Collection of articles and book chapters (to be announced in the syllabus)

**Substitutes for Courses:**

21E00700 Strategy Work in Global Context

It is possible to include only one of these courses to the Master's degree.

**Course Homepage:** <https://mycourses.aalto.fi/course/search.php?search=21E00030>

**Prerequisites:** Any basic course on strategic management course (e.g. TU-91.1011 Principles of Strategic Management or 21C00100)

**Evaluation:** 0-5

**Registration for Courses:** WebOodi

Students must attend the first lecture to ensure their place on the course.

**Language of Instruction:** English

**Further Information:**

A maximum of 75 students will be admitted.

Students in Management and Management and International Business -programmes have priority, others in the order of registration. Students must attend the first lecture to ensure their place on the course.

Compulsory participation in the lectures: The students are required to attend at least 9 of the 12 sessions to be able to complete the course.

## **21E00038 “Put Your Head on a Blockchain” - Strategies for Employing Emergent Technologies for Business and Society (6 cr)**

**Responsible teacher:** Liisa Välikangas

**Status of the Course:** M.Sc. degree, specialization studies in Management and International Business, Elective course on Management and International Business minor Aalto course

**Level of the Course:** Advanced studies

**Teaching period:** Period IV 2018-2019, Otaniemi campus

Not lectured 2019-2020

**Workload:** Lectures and Class Presentations (35h)

Thematic theme work & Challenge Assignments (60 h)

Readings (40 h)

All-day partner organization event and its preparation (25 h)

Total 160 h (6 ECTS)

**Learning Outcomes:** Articulate a point-of-view and experiment on emergent radical technologies such as blockchain and its potential uses. Develop a hands-on capability to imagine, design and experiment business models and applications. Engage in critical discussion about business and societal implications. Present your point-of-view to stakeholder audiences.

Study activities involve hackathons, workshops and team assignments, with the learning goals of 1. making sense of an emergent technology; 2. being imaginative but down-to-earth of its potential uses; 3. learning to experiment on potential applications; 4 learning to work together with companies interested in the area; 5. generalising the experiments to a broader realm of technological progress in social and organisational context. What are the managerial implications for innovation and technology development? How to organise around emergent technology and its potential opportunities? What is your personal contribution to the development of technology and its uses?

**Content:** Theories and research-based discussion on emergent technologies and how to develop strategies around them; managing innovation; developing new business models and use cases, historical perspectives, societal implications, new organisational approaches, emergence of strategic novelty

**Assessment Methods and Criteria:** Team-based performance - presentations & materials: 50%

Peer evaluation in teams: 50%

**Study Material:** Assigned literature, partner organization presentations, company live cases

**Course Homepage:** MyCourses

**Evaluation:** 0-5

**Registration for Courses:** via WebOodi

**Language of Instruction:** English

**Further Information:** Participation in class and team work is obligatory.

Max 30 students due to intensive team work and partner organization collaboration.

Open to all Aalto students/members.

## 21E00032 Innovation Processes in Transition (6 cr)

**Responsible teacher:** Erkki Ormala

**Status of the Course:** Elective course in the Master's programme in Management and International Business

**Level of the Course:** Advanced studies.

**Teaching period:** Period II (2018-2019), Töölö campus

Period II (2019-2020), Otaniemi campus

**Workload:** 18h Participation in the course sessions;  
60h reading the background material

82h writing a 8 page essay on selected and approved topic (about 3000 words) (2018-2019 and 2019-2020)

### **Learning Outcomes:**

A general understanding of innovation, innovation processes and innovation management, in different contexts, and their role in society and in business strategy.

Understand how innovation can (and cannot) be fostered, managed or steered, and which policies, processes and tools are needed, offering case-based insights in what works and what does not.

Understand how innovation is related to other functional business areas such as finance, marketing, buying, customer relations and to the over-all business design.

Understand specific issues and topics in fostering and managing innovation, e.g. technology platforms and innovation strategies, innovation in inter-organizational networks, service innovation, user driven innovation, collaboration in innovation, open innovation arrangements such as IP management, business model innovation, etc.

**Content:** Core content of the course is to give a comprehensive theoretical and practical understanding on why innovation is critical for the economy and business and what are the challenges and methods to succeed. This is given by theoretical lectures by the teacher and practical presentations given by business leaders who have the responsibility to manage the innovation processes in corporations.

### **Assessment Methods and Criteria:**

20% of evaluation: Participating in and preparing for course sessions

80% of evaluation: Essay work

Course requires active participation in all sessions. Max. 1 absence is allowed for a good reason, it must be approved by the teacher.

### **Study Material:**

Preferred reading:

- C.M. Christensen and M.E. Raynor: The Innovator's Solution, Harvard Business School Press, 2003
- J. Fagerberg, D.C. Mowery and R.R Nelson: The Oxford Handbook of Innovation, Oxford University Press, 2005
- Industrial Innovation in transition Horizon 2020 project <http://www.iit-project.eu/>

Background reading:

- A. Osterwalder and Y. Pigneur: Business Model Generation, John Wiley & Sons, 2010 (ISBN-10: 0470876417)
- H. Chesbrough: Open Business Models, Harvard Business School Press, 2006
- 1. H.R. Varian, C. Shapiro: Information Rules. A Guide to the Network Economy. Harvard Business School Press, 1999.

<http://mbauninorte.files.wordpress.com/2009/08/information-rules.pdf>

1. C. M. Christensen: The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Harvard Business School Press 1997.

[http://csinvesting.org/wp-content/uploads/2012/07/the\\_innovators\\_dilemma.pdf](http://csinvesting.org/wp-content/uploads/2012/07/the_innovators_dilemma.pdf)

1. A. Gawer and M. Cusumano, Platform Leadership: How Intel, Microsoft and Cisco Drive Industry Innovation. Harvard Business School Press, 2002.

- A. Afuah: Innovation Management Strategies, Oxford University Press, 2003
- B. von Stamm: Managing Innovation, Design and Creativity, John Wiley & Sons, 2008
- G.A. Moore: Crossing the Chasm, Harper Collins Publishers, 2002
- G. Hamel & C.K. Prahalad: Competing for the Future, Harvard Business School Press, 1994
- OECD: Science, Technology and Industry Scoreboard 2017

<http://www.oecd.org/sti/oecd-science-technology-and-industry-scoreboard-20725345.htm>

**Course Homepage:** <https://mycourses.aalto.fi/course/search.php?search=21E00032>

**Prerequisites:** Students must have an interest to learn these things

**Evaluation:** 0-5

**Registration for Courses:** via Weboodi

**Language of Instruction:** English

**Further Information:** All Aalto students are welcome but BIZ including CEMS students have priority if participation must be restricted.

## **21E00036 Management and Strategy Book Club II (3 cr)**

**Responsible teacher:** Philip Gylfe

**Status of the Course:** M.Sc studies elective

**Level of the Course:** Advanced

**Teaching period:** I-V

**Workload:** Contact teaching 9h

Independent work 71h

(80h = 3 ECTS)

**Learning Outcomes:** The course has three learning goals for the students involved:

- Develop critical readings skills that allow participants to assess and selectively internalize contents of practitioner-oriented management literature.
- Familiarize students with classic and high-impact frameworks and approaches in the popular management knowledge
- Cultivate a habit of life-long learning by digesting business books, helping participant keep track of new ideas circulating in the business environment

**Content:** The course is organized as an ongoing 'book club', which offers participants opportunities to read recognized popular business books each month. The teaching staff and students will discuss their content together in a group led by different faculty members and teaching staff. The course is scheduled to go through eight books a year and hold two discussion sessions for each. To complete each version of the course (I and II), the student must read three books and attend the related discussion sessions. Each book is associated with one mandatory 3-hour session.

The course will run from September until May (not on December), offering students 8 alternative books to choose from. If the course is successful, we will continue the reading circle, providing students an opportunity to complete two sets of 3-book courses during the two years of their study. Some of the months we will meet virtually online, although most will be taught in a shared seminar room.

**Assessment Methods and Criteria:** The teaching related to each book/session will be done by a different teacher or facilitator. We envision PhD students to play a large role in running the book club, although some sessions may be run by professors or postdoctoral researchers.

The course is intended for Aalto students, but we also operate an open online discussion platform for anyone interested in discussing the book each month. We hope the course participants will be actively participating in sharing their perspectives also online.

**Study Material:** Examples of books to be discussed:

1. Brad Stone, 2013. The Everything Store: Jeff Bezos and the Age of Amazon.
2. Robert Sutton & Huggy Rao, 2014. Scaling Up Excellence: Getting to More Without Settling for Less.
3. Erik Ries, 2011. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses.
4. Jim Collins, 2001. Good to Great: Why Some Companies Make the Leap... And Others Don't.
5. Ed Catmull & Amy Wallace, 2014. Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration.
6. Erik Brynjolfsson & Andrew McAfee, 2014. The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies.
7. Richard Rumelt, 2011. Good Strategy/Bad Strategy.
8. A.G. Lafley & Roger L. Martin, 2013. Playing to Win: How Strategy Really Works. [Availability](#)

**Evaluation:** Pass/Fail

**Registration for Courses:** via Weboodi: see 21E00035 Strategy and Management Book Club I

**Language of Instruction:** English

## **21E03050 Inside Work Cultures, Book exam (6 cr)**

**Responsible teacher:** Hannu Hänninen

**Status of the Course:** M.Sc. degree, elective in Management and International Business

**Level of the Course:** Advanced studies

**Teaching period:** Period III, V; Otaniemi campus (2018-2019)

Period III, V (2019-2020), Otaniemi campus

**Workload:** 156h preparing for the exam

4h taking the exam

**Learning Outcomes:** To train students in reading, understanding and using relevant research literature in developing a critical understanding of the nature of professional work and employment in diverse working cultures. With the help of in-depth studies on particular work students learn to understand also other working cultures, to respect their diversity, as well as to think through and reflect on their own identities as becoming professionals.

**Content:** The literature takes students on a guided journey inside the intricate world of work cultures. It offers rich accounts of and insights into how professionals work, talk about their work, how they experience and understand their working in diverse organizational settings. A selection of organizational ethnographies provides students with a research-based understanding of how work and management gets done. The literature explores the daily life of technical experts and contractors, human rights guardians/activists, and field service technicians, among others. The literature provides a selection of cultural resources with which students can understand and address a range of professional practices, working conditions, organizational policies, and conflicting moralities in work, as well as their effect on our (working) lives.

**Assessment Methods and Criteria:** Exam on the listed literature according to the exam schedule (kuulustelujärjestys). Students read the literature and write according to the questions and guidelines given above, as well as reflect on their own identities and understandings of the world of work. Passing of each book is required. You may answer either in English or in Finnish.

**Study Material:** Ho, Karen Zouwen: Liquidated : an ethnography of Wall Street, Obligatory

Fine, Gary A.: Kitchens : the culture of restaurant work, 2008, Obligatory

Orr, Julian E. : Talking about machines : an ethnography of a modern job / Julian E. Orr. , 1996,

Obligatory [Availability](#)

**Substitutes for Courses:** The course is substitute for the previous 21E03050, Organisational Culture, Book exam.

**Evaluation:** 0-5

**Registration for Courses:** Via WebOodi

**Language of Instruction:** English/Finnish.

## **21E01050 Management and Strategy Making, book exam (6 cr)**

**Responsible teacher:** Sari Yli-Kauhaluoma

**Status of the Course:** M.Sc. degree, elective in Management and International Business.

**Level of the Course:** Advanced studies.

**Teaching period:** I; Töölö campus, III, V (2018-2019)

I, III, V (2019-2020), Otaniemi Campus

**Workload:** 156h preparation for the exam

4h the exam

**Learning Outcomes:** The aim of the course is to learn to conceptualise complex business, management and organisational phenomena. The books give an overview of strategy making and renewal in the corporate context, with an emphasis on the competence and knowledge based approaches.

**Content:** The books expose the reader to the dynamics of strategic change in modern corporations, in industrial force fields and in the contexts of communities of practice. The first book in the list sketches the nature of the paradigm change from the closed to open innovation thinking and acting. The second book takes up the issue of disruption in a competitive arena and elaborates ways in which companies craft strategies to accomplish growth and innovation. The third book elaborates the framework of communities of practice. Such a perspective is needed because all formalistic organizational designs for managing innovations have to be complemented with self-organizing efforts and experimental learning due to the changing situational contingencies.

**Assessment Methods and Criteria:** Exam according to the exam schedule (kuulustelujärjestys).

Passing of each book required. You may answer the essay questions either in English or in Finnish.

**Study Material:** Compulsory books:

Chesbrough, Henry W. (2003) Open innovation the new imperative for creating and profiting from technology. ISBN 1578518377;

Christensen, Clayton M. et al. (2003) The Innovator's Solution. ISBN 1-57851-852-0;

Wenger, Etienne (1999) Communities of Practice. ISBN 0-521-66363-6 [Availability](#)

**Evaluation:** 0-5

**Registration for Courses:** Via WebOodi one week in advance.

**Language of Instruction:** English.

## **21E72500 Finding Joy and Productivity in Academic Writing (6 cr)**

**Responsible teacher:** Carol Kiriakos

**Status of the Course:** Doctoral studies

M.Sc. degree, elective in Management and International Business.

Aalto-course.

**Level of the Course:** Advanced studies

**Teaching period:** I-II 2018-2019, Töölö campus

I-II 2019-2020, Otaniemi campus

**Workload:** Lectures 36 hours, group work 12 hours, preparing for lectures and group work 24 hours, independent writing work 50 hours, course essay 40 hours

### **Learning Outcomes:**

This course is about you as a writer. The overall objective of the course is to provide you with an understanding of writing as a (creative) process and a habit. The underlying assumption is that everyone can develop as a writer through practice and dedication. Insights from creative writing, behavioral psychology and other relevant fields are utilized and applied in order to understand academic writing comprehensively.

The focus is on how to get writing done, not on properties of academic texts or the publication process. We will develop an inclusive understanding of academic writing as a central aspect of academic work, and the practical and psychological aspects relevant for writing well and being productive. In addition, the course offers an opportunity to develop meta-skills that are useful in studies and working life more generally. These are skills such as self-management, a reflective approach to your own working habits, and peer support and teamwork abilities.

This course enables you to

- Adopt a comprehensive understanding of the writing process, and the relevance of different stages for your own writing
- Set realistic writing goals and meet them
- Apply useful time management tools to your academic writing, work, and studies
- Recognize your personal challenges and strengths as a writer
- Understand how to make your academic texts accessible and engaging
- Overcome writing difficulties
- Give and receive constructive feedback
- Develop peer support and group work skills

### **Content:**

In the course, academic writing is approached as practical activity. The focus is on creating a productive writing habit and understanding how to incorporate writing effectively as part of your academic work or studies.

The themes examined in the course include 1) an approach to writing as a process, 2) writing as part of studies and research 3) the psychological and social aspects of writing, 4) how to improve the quality of the writing. In the context of these main themes, topics such as writing time management, writing problems, criticism and feedback, different kinds of writing support and features of stylish academic texts will be studied.

The course is suitable for anyone who needs to make progress with a piece of academic writing during the Fall semester. The idea is that you apply the themes of the course to advancing your thesis (or similar) work. In the course sessions, practical tools are introduced that you can use in your own writing process. Throughout the course, you will set personal writing goals and support each other in meeting them. The focus is on goals and progress, not on texts as such: therefore, the course is suitable for anyone who needs to write in the academia, regardless of research topic or academic status.

### **Assessment Methods and Criteria:**

The coursework consists of weekly lectures, group work and an essay in which the participants, using appropriate source materials, reflect on what they have learned about the writing process and how their own writing has developed.

You will advance a selected piece of writing (e.g. Master's or PhD thesis, or a research article) in the framework of the course. Thus, the course is particularly suitable for anyone who wishes to make their academic writing more manageable and less solitary.

To pass the course, participants will have to 1) submit the pre-assignment, 2) be present in the weekly lectures and complete the (small) assignments given in them, 3) actively partake and contribute to group work, and 4) complete and pass the course essay.

### **Study Material:**

Tohtoritakuu (Kiriakos & Svinhufvud); Writing Your Dissertation in Fifteen Minutes a Day (Bolker)

Diverse source materials related to academic writing, creative writing and self-management. Required readings will be made available online or otherwise during the course.

**Availability**

**Substitutes for Courses:** Replaces course 21E72000 Psychology and Practice of Academic Writing. Only one or the other can be included in the degree.

**Course Homepage:** <https://mycourses.aalto.fi/course/search.php?search=21E72500>

**Prerequisites:** Having a piece of academic writing to advance during the course, e.g. a doctoral or master's thesis or a research article. The phase of the writing does not matter: the course is useful for both early stages of the writing process (beginning a piece of writing) or later (getting unblocked, getting close to finishing).

**Evaluation:** pass/fail

**Registration for Courses:**

WebOodi one week before period I starts When registering, please complete the pre-assignment (see instructions below). Send the pre-assignment before the registration closes (i.e. one week before period I begins) to [carol.kiriakos@aalto.fi](mailto:carol.kiriakos@aalto.fi) with the subject heading "21E72500 Pre-assignment".

Pre-assignment instructions

Topic: Me as a writer

Describe yourself as a writer. Please note that the purpose is not to focus on your research topic or your CV, but on your experiences, thoughts, questions and feelings related to writing and yourself as a writer.

The length of your text should be 1-2 pages. The style is free, but make sure you address the following questions:

1. Your general feeling about writing (e.g. easy/hard, pleasant/unpleasant). Specifically:
  - a. Is there a difference in how you feel about academic and other types of writing? If yes, why?
  - b. Your experiences as a writer so far in different contexts (e.g. school, hobbies, university).
  - c. How you feel you might have evolved as a writer; what issues you still have with writing.
2. Why you wish to take this course: your current needs regarding writing; your expectations for the course.

Please mention also 1) what specific piece of writing you plan to work on during the course (e.g. your Master's or PhD thesis, or a research article) and 2) how far along you are in your studies.

**Language of Instruction:** The working language is English, but written work can also be done in Finnish

**Further Information:** The working language is English, but written work can also be done in Finnish. The course is primarily for doctoral students. However, it is suitable for anyone interested in deepening their understanding of the writing process and developing their writing habits.

## **21E10000 How to change the world: Innovating toward sustainability (6 cr)**

**Responsible teacher:** Minna Halme

**Status of the Course:** M.Sc. degree elective course in Creative sustainability.

M.Sc. degree, elective in Management and International Business,  
Aalto course

**Level of the Course:** Advanced

**Teaching period:** Period III, 2018-2019

Period III, 2019-2020 Otaniemi campus

**Workload:** Contact teaching 28 h

Team work 80 h

Independent work 52 h

**Learning Outcomes:** The point of departure of “How to change the world: Innovating toward sustainability” course is the observation that the current financial system and business models are predominantly incompatible with the environmental carrying capacity and unable to enhance socio-economically just futures. In the course we work with global environmental and social sustainability problems and their potential solutions. Wicked global sustainability challenges such as climate change, depletion of natural resources and poverty are treated as starting points for innovation of new forms of economic activity, business models, and organizational forms. Through lectures, exercises, team project and practitioner talks the students gain understanding of wicked societal problems related to sustainability: what they are, how they can be approached, and why it is important to tackle them. More importantly, the course aims at exploring alternative paths for creative and innovative responses to sustainability challenges. The emphasis will be on entrepreneurial solutions within the business sector, but we put emphasis on collaboration with other actors such as non-governmental organizations and the public in the pursuit of systemic solutions. The students learn and explore how to approach these vast challenges with realistic and plausible strategies and actions on a grass-root level. The course addresses sustainability innovation from following main perspectives: sustainable business models, inclusive business for poverty alleviation and various forms of entrepreneurship for sustainability ventures. We employ a variety of interactive working methods, which encourage the students to explore and reflect upon their own thinking patterns through happiness and sustainability diaries and develop new ideas in a collaborative manner.

**Content:** The concept of wicked problems & knowledge about attainable approaches for addressing wicked sustainability problems - Concept of planetary boundaries and implications of planetary boundaries to human society and economy - Business model concept and literature on business models for sustainability ventures - Inclusive business (in the context of low-income emerging markets) and its opportunities and limits for poverty alleviation - Eco-innovation - Frugal innovation as a form of innovating in resource-scarce environments - The concept and practice of sustainability entrepreneurship - The concept of intrapreneurship - Intrapreneurial tactics for sustainability work in the context of large organizations

**Assessment Methods and Criteria:** 35% Active participation during contact teaching sessions  
65% assignments

**Study Material:** Elkington, Pamela Hartigan (2008) Power of unreasonable people: how social entrepreneurs create markets that change the world / ISBN 9781422104064;

Weimann, J.; Knabe, A.; Schöb, R. (2015) Measuring Happiness – the economics of well-being. The MIT Press, Cambridge. ISBN 978-3-7910-31941.

Wilkinson, R. Pickett, K. (2009) The spirit level: Why equality is better for everyone. ISBN: 978-0-141-03236-8.;

Jackson, T. (2009) Prosperity without growth: Economics for a finite planet. ISBN: 978-1-84407-894-3

Grant, A. (2016) Originals: How non-conformists move the world. NY: Penguin Books. ISBN 987-0-525 42956-2

Articles designated in the syllabus [Availability](#)

**Course Homepage:** <https://mycourses.aalto.fi/course/search.php?search=21E10000>

**Prerequisites:** State of the World and Development course (Yhd.-12.3082) or equivalent. Yhd.-12.3082 is offered by Aalto School of Engineering by Environmental Technology Dept.

**Evaluation:** 0-5

**Registration for Courses:** Via Weboodi

**Language of Instruction:** English.

**Further Information:** Priority is given to: 1. CS students

2. MIB students

3. MIB/CS minor students

4. CEMS students and other Aalto students

## **21E12002 CAPSTONE in Creative Sustainability (6 cr)**

**Responsible teacher:** Leena Lankoski

**Status of the Course:** M.Sc Degree, compulsory course in Creative Sustainability

M.Sc. Degree, elective course in Management and International Business

The course can be included as a capstone course for BIZ Creative Sustainability students

**Level of the Course:** Advanced studies.

**Teaching period:** Period III-IV (2018-2019)

Period III-IV (2019-2020), Otaniemi campus

**Workload:** Contact sessions and tutorials 17 h

Project work 143 h

Total 160 h (6 ECTS)

**Learning Outcomes:** The course summarizes the skills-related learning outcomes of the whole Creative Sustainability programme, including outcomes in the areas of problem solving, project management, systems thinking, design thinking, and combining sustainability knowledge with business knowledge in an international and multidisciplinary context, as well as communications and team working skills.

**Content:** During the course students work in multidisciplinary teams towards finding creative solutions to real-life social and environmental challenges brought by partner organizations, which can be business enterprises, NGOs, or public organizations.

**Assessment Methods and Criteria:** Students analyze the client's sustainability challenge, develop solutions for it, and report the work orally and in written form according to the needs of the client. The group members are expected to work intensively together during the course and they will also be meeting the representatives of the client organizations. There will be some contact sessions for the whole class as well as tutorial sessions to guide the groups during their projects.

Assignments 100%

**Study Material:** Each group will identify specific readings as required for the successful completion of their project.

**Course Homepage:** <https://mycourses.aalto.fi/course/search.php?search=21E12002>

**Prerequisites:** One of the elective courses of Creative Sustainability program or similar proof of knowledge on sustainability.

**Evaluation:** 0-5

**Registration for Courses:** Registration via WebOodi in early December.

In addition, a motivation letter is required to apply to the course (instructions on the MyCourses homepage of the course).

**Language of Instruction:** English

**Further Information:**

The students are selected to the course in the following priority order:

1. CS students to whom the course is compulsory
2. Other CS students
3. MIB students
4. Other students

Attendance in the contact sessions is mandatory.

Credit transfer and capstone course

Students can, on legitimate grounds (Eg. exchange studies abroad, serious illness; however, working life and its restraints are not considered legitimate reasons not to complete the capstone course), apply for a credit transfer for a capstone course. However, as a deviation from the common process of credit transfer at the School of Business, the application for credit transfer must be submitted before completing the course represented to substitute the capstone course at the School of Business. The credit transfer should be applied for according to the credit transfer instructions depicted at Into: <https://into.aalto.fi/display/enmasterbiz/Credit+transfer>. Based on the credit transfer application, the teacher in charge of the capstone course will decide whether the learning goals for the capstone course can be fulfilled by completing the course the student has represented to substitute the capstone course. The substituting course cannot be a School of Business course.

## **21E16001 Sustainability in Business (6 cr)**

**Responsible teacher:** Samuli Patala

**Status of the Course:** M.Sc. degree, specialization studies in Management and International Business.

M.Sc. degree, elective course in the Creative Sustainability program.

**Level of the Course:** Advanced studies

**Teaching period:** Period I (2018-2019), Töölö campus

Period I (2019-2020), Otaniemi campus

**Workload:** Contact teaching 30h (70% lecture attendance requirement)

Independent work 126h

Exam 4h

**Learning Outcomes:** - Understanding the concepts of sustainable business and corporate responsibility

- Understanding how corporations impact society and the environment, and why this necessitates thinking about sustainability

- Identifying sustainability challenges and introducing strategic approaches to respond to them

- Understanding sustainability in different business functions and the management instruments available;

- Developing critical thinking about how to deal with different stakeholders in advancing sustainability;

- Recognizing how enterprises can innovate to develop more sustainable businesses.

**Content:** The course introduces the main sustainable development challenges of contemporary business, and familiarizes students with the fundamental business approaches, strategies, tools and innovations for addressing those challenges. The course begins with the key concepts of business, its role in society and engagement with different stakeholders, and continues with a more focused look at sustainability in different business functions such as strategy, the supply chain and communications. It explores the main international sustainability management instruments and standards, and provides participants the opportunity to become familiar with the advantages and limitations of these standards. The course introduces the emerging concepts of eco-innovation and provides insights into some key areas of eco-innovation, such as circular economy. The innovative approach is extended to explore business models for eco-efficiency and the potential for inclusive business to alleviate poverty. Finally the course draws together the key learnings in a simulation which will require the participants to make decisions about a business and its impacts on the local society and environment

**Assessment Methods and Criteria:** Final exam (70%), Assignments (Group/Individual) (30%)

**Study Material:** A selection of articles. Required pre-readings for each lecture (2-3 articles per lecture).

**Substitutes for Courses:** Replaces the course 21E16000 Sustainable Business and Consumption

**Evaluation:** 0-5

**Registration for Courses:** via WebOodi

**Language of Instruction:** English

**Further Information:** Max 100 students taken to the course Priority list for selection of students 1.

Creative Sustainability students 2. CEMS students 3. Exchange students 4. MIB students 5. BIZ

students 6. Internal mobility students

Please contact Samuli Patala for more information

## **21E16100 Energy Business and Innovation (6 cr)**

**Responsible teacher:** Jouni Juntunen

**Status of the Course:** MSc (Advance Energy Solutions, Creative Sustainability, Management and International Business), elective course

**Level of the Course:** Advanced studies

**Teaching period:** Period V (2018-2019), Otaniemi campus

Period V (2019-2020), Otaniemi campus

**Workload:** Contact teaching 32 h

Group work 50 h

Independent work 74h

Exam (4h)

Total 160h (6ECTS)

**Learning Outcomes:** - Understanding the concepts of transition management, multi-level perspective, strategic niche management, technological innovation systems, and energy business models

- Identifying sustainability challenges

- Recognizing how energy industry can collaborately innovate to develop more sustainable and more inclusive businesses, and how such activities are influenced by energy policy

-The course familiarizes students with relations, processes and dynamics of 'co-provision' / prosumerism.

-During the course students will also develop their writing, group working as well as presentation skills.

**Content:** The module starts with reviewing current energy markets and continuing to the energy innovation literature, foundations of systemic change and sustainable energy transition. Next, the course introduces business models. The sessions combine in-depth theoretical discussions with concrete business cases and visiting lectures. Moreover, the course also covers literature and theories relevant to decentralized energy systems: energy communities and prosumerism.

**Assessment Methods and Criteria:** Groupwork and exam.

1 exam and 2 retake exams

-Group work: scoring 0-5, 30 % of the grading

-Exam: scoring 0-5, 70 % of the grading

**Study Material:** Study Material

A selection of articles and book chapters. Required pre-readings for each lecture (2-3 articles per lecture).

**Evaluation:** 0-5

**Registration for Courses:** via WebOodi

**Language of Instruction:** English

**Further Information:** The number of students admitted to the course is restricted to 50. Priority is given to: