



Executive MBA PROGRAMME

In International
Business and
Marketing, 120 cr

In co-operation with Tampere University of Applied Sciences and
Tallinn University of Technology

SUPERIOR PRICE / QUALITY RELATION

COLLECT YOUR 120 CR FROM:

- › Previous well-founded work experience inputs and further education merits (45 cr)
- › Additional module training and distance learning (45 cr)
- › Final written thesis of International Business (30 cr)

PROGRAMME PRICE: 9 900 €

(books, travel and accommodation expences are not included)

TIME SPAN FOR TOTAL EXECUTIVE MBA ABOUT 12-18 MONTHS

COMPULSORY MODULES (45 cr)

1.	Strategic Thinking and Management	6 cr	9.-11.3.2012
2.	Contemporary perspectives to Marketing	6 cr	13.-15.4.2012
3.	Basics of Financial Management	6 cr	11.-13.5.2012
	Exam Day		8.6.2012
4.	Thesis Seminar	2,5 cr	9.6.2012
5.	Human Capital Management	6 cr	17.-19. 8.2012
	Acquisition of Information	0,5 cr	14.9.2012
6.	Change Management	6 cr	14.-16. 9. 2012
7.	Project Business Management	6 cr	19.-21.10.2012
8.	Real Game	6 cr	15.-17.11.2012

Further information

Virpi Heinonen
tel. 0400 209 907
e-mail: virpi.heinonen@tamk.fi

WWW.TAMK.FI/MBA



Executive MBA PROGRAMME

In International
Business and
Marketing, 120 cr

Executive MBA Structure

1. Auditing

Before entering the MBA Programme, all the students go through an auditing process where person's

- 1) Prior working experience
 - 2) Prior education and training (non diploma oriented)
- will be evaluated and counted into credits.

2. Start and participation

The studies are carried out on part-time basis alongside one's regular work. Each module is usually one month long. The whole MBA Programme can be completed in an average of about 12-18 months.

Studentship is 2½ years.

Executive MBA has been designed for experts and managerial personnel in business and public administration, for people seeking entry to international business and administrative tasks.

Executive MBA is designed to certify, audit and provide managers, technology-focused personnel, entrepreneurs and other professionals with a level of awareness, knowledge and strategic understanding, which is necessary to compete and succeed in the rapidly evolving information technology economy.

3. Learning process

The rest of the credits will be accumulated by additional classroom module training, distance education, thesis seminar, applied project work/written thesis or appointed literal material.

Module (á 6 cr): All the students have to include at least seven modules into their individual learning plan. Each module consists of a three-day intensive classroom teaching period once a month (mostly on weekends), distance working assignments, independent search for information, practical project assignments, project presentations and examinations.

Tampere University of Applied Sciences is responsible for the modules.

The lecturers are visiting professors, managing directors and consultants from universities, corporations, consulting companies and governmental agencies.

Teaching language is English.

Applied project work/written thesis, 30 cr; Thesis Seminar, 2,5 cr: Together with an expert the student will choose the topic of the project work, which will be written under the guidance of the expert.



Executive MBA PROGRAMME

In International
Business and
Marketing, 120 cr

Executive MBA Programme -course module schedule

Friday 13.00 - 17.00

10.00 – 12.00	On demand
12.00 – 13.00	Lunch
13.00 – 17.00	Theme lecture

Saturday 9.00 - 17.00

9.00 – 11.30	Theme lecture
11.30 – 12.30	Lunch
12.30 – 17.00	Theme lecture continues

Sunday 9.00 - 16.00

9.00 – 12.00	Theme lecture
12.30 – 13.30	Lunch
13.00 – 16.00	Theme lecture continues



Executive MBA PROGRAMME

In International
Business and
Marketing, 120 cr

Strategic Thinking and Management

Contents

- What is Strategy ?
- Strategic Thinking

Strategic Capability

- Core competence of a Company Strategic Purpose
- Prescriptive vs. Emergent Strategy
- Strategy Formulation
- Corporate/Business Level Strategy
- Organization structure and human resources according to Strategy in Action

Objectives

- To learn how to identify a company's strategic profile, to choose company's driving forces, areas of excellence and implementation plans
- To introduce differing perspectives and theories of leading strategic approaches of our time
- To provide a comprehensive treatment of both rational and creative approaches to the fast moving subject area of strategic management

Target group

The module is aimed at MBA-level students who seek to improve skills in strategic management

Instruction

Lecturer Veikko Somersalmi, M.Sc.(Econ), Department of Management Studies, UTA

Location

Classroom teaching is given at Tampere University of Applied Sciences, Kuntokatu 3, 33520 Tampere. In addition, project work will be executed at a set date.



Executive MBA PROGRAMME

In International
Business and
Marketing, 120 cr

Contemporary Perspectives to Marketing

Course Description

Participants are presented contemporary views to marketing. By identifying recent developments in marketing research and practice, key concepts are defined, illustrated with mini-cases, and used as basis for discussion for managerial implications.

Objectives

The course has four main objectives:

- Understanding key developments in marketing research and practice
- Adopting customer value as a key concept for understanding customers
- Using customer value propositions as tools for strategic positioning (competitive advantage) and operational management (service processes)
- Unleashing the potential of new media and multi-channel marketing

Target group

The module is aimed at MBA-level students who seek to update their views on marketing both as a strategic perspective to management as well as an operational perspective to better serving customer needs and wants.

Instruction

Programme Director Timo Rintamäki, University of Tampere School of Management

Location

Classroom teaching is given at Tampere University of Applied Sciences, Kuntokatu 3, 33520 Tampere. In addition, a project work will be executed at a set date.



Executive MBA PROGRAMME

In International
Business and
Marketing, 120 cr

Basics of Financial Management

Contents

- Interpreting Financial Statements
- Evaluating Financial Performance
- Planning future Financial Performance
- Financial Decisions
- Evaluating Investment Opportunities

Objectives

- To learn to understand financial statements and evaluate financial performance of a firm
- To learn business planning and forecasting
- To manage the growth
- To learn how to take financial decisions
- To train participants to estimate investment risk

Target group

The module is aimed at MBA-level students who are interested in the practice of financial management and want to improve their knowledge in standard techniques of financial analysis and decision-making.

Instruction

Instruction is given in English by eMBA Ester Vahtre, Tallinn College of Tallinn University of Technology.

Location

Classroom teaching is given at College of Tallinn University of Technology, Tõnismäki 14, Tallinn. In addition to this, examinations and project work presentations will be executed at a set date and location.



Executive MBA PROGRAMME

In International
Business and
Marketing, 120 cr

Human Capital Management

Contents

- Information, knowledge and human capital
- How companies and individuals compete
- The three environments of knowledge
- Human networks and networking skills
- Obstacles of innovation
- Tacit knowledge and the hidden assets of a firm
- Open a strategic window into the future

Objectives

The aim of the module is to introduce the students the latest improvements in innovation management and the innovation process of an organization. After completing this module the student will have a clear understanding of how ideas and innovations are transformed into a competitive cutting edge in turbulent times.

Target group

The module is aimed at MBA-level students who seek for insights and tools to improve themselves as well as their organizations.

Instruction

Instruction is given in English by Ph.D. Mauri Grönroos, Associate professor, Tampere University of Applied Sciences

Location

Classroom teaching is given at Tampere University of Applied Sciences, Kuntokatu 3, 33520 Tampere.



Executive MBA PROGRAMME

In International
Business and
Marketing, 120 cr

Change Management

Contents

Upon completion of this course students should be able to:

- Describe the steps involved in managing organizational change in a variety of settings
- Describe the process of organizational change from multiple theoretical vantage points
- Identify what drives organizational change
- Identify problems associated with organizational change
- Explain organizational change processes from multiple perspectives
- Improve your ability to deal with and implement organizational change. Changes are critically examined.

Objectives

- In today's economy, organizations ranging from multinational corporations to small and medium size enterprises need to change in order to succeed and survive. This module focuses on developing a better understanding of the challenge and success connected with initiating and executing major changes within organizations.

Target group

The module is aimed at MBA-level students who seek to understand and implement successful organizational changes.

Instruction

Instruction is given in English by Ph.D. Mikel Garant, Tampere University of Applied Sciences

Location

Classroom teaching is given at Tampere University of Applied Sciences, Kuntokatu 3, 33520 Tampere. In addition to this, examinations will be executed at a set date.



Executive MBA PROGRAMME

In International
Business and
Marketing, 120 cr

Project Business Management

Subject Description

The global environment of project business is changing. Firms operate in a complex networked business environment with partners across the world. Project as the form of organizing large solutions is increasing. Emerging new business models for global and networked business environments require new capabilities from all players. Project management is the discipline of planning, organizing, securing, and managing resources to achieve specific goals. The objective of project portfolio management is to determine the optimal mix and sequencing of proposed projects to best achieve the organization's overall goals - typically expressed in terms of hard economic measures, business strategy goals, or technical strategy goals - while honoring constraints imposed by management or external real-world factors.

Contents

- Basics of project business
- Project planning and risk control
- Project organization and leadership
- Managing project business
- Project portfolio management

Objectives

This course has three main objectives:

- To increase general understanding of project business and project management.
- To understand the strategy driven project portfolio management
- To be provided with good practices, tools and skills for successful project management

Instruction

Dr.Tech Rami Lehtinen

Location

Classroom teaching is given at Tampere University of Applied Sciences, Kuntokatu 3, 33520 Tampere. In addition, a project work will be executed at a set date.



Executive MBA PROGRAMME

In International
Business and
Marketing, 120 cr

Real Game

Contents

- RealGame is a business simulation game, in which up to eight participant groups compete against each other in realtime, over a local area computer network.
- During the game, the participants make different decisions within the company and manage the material flows. Make ordering and manufacturing decisions based on projected sales and react to competitor market actions. The participants make also longer term decisions like machine investments, information systems investments and strategic market decisions.
- The game gives the participants a higher level systemic view of how business organizations work as a whole.

Objectives

- Decision-making in RealGame starts from the operational level. This gives a bottom-up view of business activities instead of the normal top-down view of business games. This lets managers see the dynamics between different business tasks in the form of business processes.
- As the game proceeds, the game clock speed increases, giving urgency to decisions and outcomes. The game, therefore, builds on business operations and continues gradually towards strategic decision-making. This means that the participants are able to develop a more holistic view of the company with a longer time span, as it is possible to see the outcome of decisions.
- RealGame shows business processes at a transactional level as opposed to traditional business games, which show a summary level. This gives the players a holistic process-based view of the functioning of a business by showing a continuous flow of single business transactions through the whole system, rather than a monthly summary. It also shows the functioning of a business in the form of materials processes, continuous cash flow and information processes.

Target group

Managers, business experts, team leaders, foremen etc.

Instruction

Instruction is given in English by Ph.D. Timo Lainema, Magisys Ltd.

Location

Classroom teaching is given at Tampere University of Applied Sciences, Kuntokatu 3, 33520 Tampere.