

# IMMIT course description 2009-2011<sup>1</sup>



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## Participating universities:



Tilburg University, The Netherlands



Turku School of Economics, Finland



IAE Aix Graduate School of Management, Université Paul Cezanne Aix-Marseille III

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<sup>1</sup> The teaching content of IMMIT could be adapted to recent developments in the field. This may lead to minor changes in the detailed content over the two years.

<b>Phase one</b>	<b>FOUNDATIONS in International Business</b>	<b>Fall (2009)</b>
	<b>IAE Aix France</b>	<b>30 ECTS</b>

	<b>Core courses</b>	<b>ECTS</b>
1. IFLE	French for Beginners	-
2. IO2	Accounting and Simulation Game	3
3. IO1	International environment	3
4. II01	Management of Information System	3
5. IO3	Multicultural Communication: Change management	3
6. IO4	Leadership: Organization and team	3
7. IO5	Project Management	3
8. IB01	Business and IS Strategy	3
9. IB02	Financial Decisions	3
10. IB03	International Marketing	3
11. IEL	International Seminar	3
	<b>Elective courses<sup>1</sup></b>	
12. IB04	Europe Human resource Management	3
13. II02	Database Management	3
14. II03	Network and Security Option	3

<b>Phase two</b>	<b>SKILLS in IT Management</b>	<b>Spring (2010)</b>
	<b>Turku Finland</b>	<b>30 ECTS</b>

	<b>Core courses</b>	<b>ECTS</b>
15. TU01	Management of ICT services	6
16. TU02	Information Systems Evaluation	6
17. TU03	Management of International IT Partnerships	6
18. TU04	Research methods	6
19. TU05	Language of Negotiation	3
20. TU06	Academic Writing	3
21. TUF1	Finnish for Foreigners: Beginners' course	
	<b>Elective courses</b>	
22. TUOp1	Information systems in administration – e-Government vs. e- Enterprise	6

<sup>1</sup> Courses will be opened when at least 10 students can be inscribed and as function of the student's profile

<b>Phase three</b>	<b>INTEGRATION</b>	<b>Fall (2010)</b>
	<b>Tilburg Netherlands</b>	<b>30 ECTS</b>

23. TI01	Business transformation and IT	6
24. TI02	Business Intelligence	6
25. TI03	Business Process Integration	6
26. TIO04	Management of Knowledge and Innovation	6
27. TI05	Logistics and Information	6
28. TI06	Method engineering	6
29. TIDU	Dutch for Beginners	-
30. TI0p01	International production Management	6
31. TI0p02	International management	6

<b>Phase four</b>	<b>THESIS</b>	<b>Spring (2011)</b>
	<b>Europe</b>	<b>30 ECTS</b>

32.	International IT Management Topics	30
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## **Phase One: FOUNDATIONS in International Business**

Fall (2009) IAE Aix France – 30 ECTS

### **CORE COURSES**

<b>1.</b>	<b>French for Beginners</b>
Code	IFLE
ECTS credits	
Contact person	Jérôme CASANOVA
e-mail	
Aim and content	Intensive seminar of French
Contact hours	2 fulltime weeks: 55 hours
Mode of assessment	
Literature	

**2.****Accounting and Simulation Game**

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

IO2  
3 ECTS  
Eric CAUVIN

In today's highly competitive global markets, companies and their managers, owners, and directors need timely and meaningful accounting information for effective decision making. These information are disclosed by financial and management accounting systems. The financial accounting is legislated and governed by regulatory agencies and professional institutions; it exists to serve the need for organizations to periodically report results to outside investors and lenders; it results in only financial data that are public and reported to investors and creditors. On the other hand, the management accounting evolves from the best practices of managers working within their companies; it exists to serve the competitive needs of organizations that must constantly plan, control, and evaluate operations; it results in both financial and non financial data that are proprietary (i.e., guarded from becoming available to competitors and the general public). The course objective is to provide financial accounting mechanisms for understanding financial statements.

**Content**

Accounting mechanism for understanding financial statements

**Learning process**

- Practical examples
- Simulation game

Contact hours  
Mode of assessment  
Literature

Lectures and Work Group: 24 hours in English  
Individual exam (50%) Work Group (50%).

### 3.

### International Environment

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

I01  
3 ECTS  
Marc HENRY

#### Objectives

To provide participants with a framework enabling them to better analyse  
To evaluate the global economic environment within which companies and  
financial institutions operate.

#### Content

Basic economic processes (e.g. inflation)  
Fundamental relationships (e.g. PPP)  
Major economic issues (e.g. public debt management)  
A macroeconomic and international perspective will be adopted for exploring the  
following topics:

- Economic performance
- Equilibrium and output drivers
- Fiscal Policy
- Financing and Monetary Policy
- International monetary environment.

#### Learning process

- Lectures relying on slides
- Group presentations on selected topics
- In-classroom exercises
- Homework using selected readings and internet links.

Contact hours

Lectures and Work Group: 24 hours in English

Mode of assessment

Individual exam (50%) Work Group (50%)

Literature

#### 4.

#### Management of Information Systems

Code  
ECTS credits  
Contact person

II01  
3 ECTS  
Jacques-Andre BARTOLI  
Paul LAIFA and Guest Professor

e-mail  
Aim and content

##### Objectives

This course is designed to give the basic element.

- To enable managers to participate actively in the design and the management of the organizational information system.
- To measure the key issues of the use of NTIC in management processes.

##### Content

- Role, functions and impact of the IS in a business organization.
- Information System Engineering.
- Organizational design
- IS design (data, processes, objects)
- IS architecture.
- A review of different IS engineering methodologies.
- Structures and Information system.
- Governance of IT (References framework: COBIT, ITIL, CMMI).
- Business Performance Management.

##### Learning Process

- Lectures
- Tutored Group work
- Case study

Contact hours

Lectures and works group: 24 hours in English

Mode of assessment  
Literature

Individual exam (50%) Work Group (50%).

## 5.

### **Multicultural Communication: change management**

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

I03  
3 ECTS  
Carolina SERRANO

#### **Objectives**

- Understanding how to lead an organizational change process and individual transition
- Providing insight to the different types of communication involved in a change process
- Confronting the participants on the impact of good leadership and management in a change process

#### **Content**

This session is about how to manage change in organizations. It shows the importance of having the right balance between an ability to manage down – to have the skill to use communication, motivation and participation, to mobilise and lead a group of people in a certain direction – and an ability to manage up – to have the team building and political skills to build coalitions and supports to achieve a result. It also teaches the necessity of managing the transition (which is a human, internal and psychological process) to make the change (which is more often organizational, external and situational) work and succeed.

#### **Learning process**

The course uses a mix of cases, discussions, exercises and a computer simulation to give the participants a clear understanding of the common reasons that organizational change efforts so often fail and to reinforce their change and transition management competences. We will discuss how to apply these findings and skills in different organizational contexts and to the personal situation of the participants.

Contact hours

Lectures and Work Group: 24 hours in English

Mode of assessment  
Literature

Individual exam (50%) Work Group (50%).

**6.****Leadership: organization and teams**

Code  
ECTS credits  
Contact person

IO4  
3 ECTS  
Jonathan PETERSON

e-mail  
Aim and content

**Objectives**

Examine historical and current leadership theories  
Examine the managerial implications, strategies and organizational development affected by varying leadership styles  
Examine leadership aspects within team development stages  
Discuss cultural implications from an individual, group and organizational level, and their influence on leadership behavior

**Content**

- Theory, classification and managerial roles
- Contingency, Trait, Behavioral and Integrative Leadership Theories
- Team stages and appropriate leadership styles
- Power, politics and authority
- Leadership in culturally diverse environments
- This session is about the various aspects of Leadership within organizations and teams. Emphasis will be placed on assisting participants in understanding their personal leadership styles and preferences, as well as understanding the theoretical and historical context of leadership.

**Learning process**

The course uses a mix of cases, discussions, exercises and interactive activities to reinforce key concepts.

Contact hours

Lecture and work group: 24 hours in English

Mode of assessment  
Literature

Individual exam (50%) Work Group (50%)

## 7.

### Project Management

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

I05  
3 ECTS  
John ALGAR

#### Objective

As the volume and rate of technological and other business change increases, managers are faced with radically increased complexity. The pressure and stress of managing multiple initiatives across organisational and national boundaries, is already evident in many global organizations. Business leaders have long realised that implementation is at least as important as the creation of the initial vision for the business. The ability to translate strategy into reality is a requirement for today's manager.

In order to apply this approach successfully, managers need to understand the principles and techniques of project management, as well as its organizational and operational implications and the factors that influence project success.

The management of projects comprises a blend of tools and techniques that focus on the planning, monitoring and control of the project tasks whilst blending these with the behavioural skills of team management and leadership. In addition the management of relationships across the organization is essential as many organizations manage both functional and project activities in a matrix format. The course objective is to provide participants with the basic skills of Project Management and to understand the role that it has in achieving business strategy.

#### Content

- Relationship between project objectives and business objectives.
- Basic tools and techniques of modern project management
- Work requirements of each project
- Plans based on the work required
- Monitoring and control
- Project risk management
- Value of effective teamwork and management
- Personal and team skills.

#### Learning process

The seminar will include both individual and group work.

In addition to conventional learning approaches such as case studies and class discussions, the course places emphasis on "learning by doing" with a variety of exercises.

Contact hours

Lecture and work group: 24 hours in English

Mode of assessment

Individual Exam (50%) Work Group (50%)

Literature

## 8.

### **Business and IS Strategy**

Code  
ECTS credits  
Contact person

IB01  
3 ECTS  
Bruno TIBERGHIE (Part 1)  
Jacques André BARTOLI (Part 2)

e-mail  
Aim and content

This course is divided into 2 parts:

#### *Part 1: Business Strategy*

#### **Objectives**

This course aims:

- To give students an understanding of why strategic management is important.
- To provide a framework for thinking about management strategically in terms of understanding the strategic position of the organization, the strategic choices for the future and the ways in which strategies are translated into action.
- To understand the complex issues facing organizations and develop the capability for long-term organizational success.

#### **Content**

- Characteristic of strategic decision
- Strategy and management,
- Strategic management versus operational management.

#### *Part 2: Information System Strategy*

#### **Objectives**

This part 2 aims:

- Study the relationship between Strategy-IT-Organizational structure.
- Enable managers to understand the strategic alignment of IT.

#### **Content**

- Strategy, Structure and Information Systems: Key issues
- IT based competitive advantages.
- E-business strategies.
- IT and E-transformation.
- IT governance.

#### **Learning process**

- Lectures
- Study cases

Contact hours

Lecture and work group: 24 hours in English

Mode of assessment

Individual Exam (50%) Work Group (50%)

Literature

**9.**

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

**Financial Decisions**

IB02  
3 ECTS  
Jacques ISETTA

**Objective**

- To present the main financial concepts and financial rationality
- To study the optimal decision process
- To master the basic Investment and financing decision models

**Content**

- Firm Value and Discounting techniques
- Investment decisions in certainty
- Introducing risk in the decision process
- Evaluation of the cost of Financing sources
- The cost of capital of the company

**Learning process**

- Lecture
- Exercises
- Case study

Contact hours

Lecture and work group: 24 hours in English

Mode of assessment  
Literature

Individual exam (50%) Work Group (50%)

**10.****International Marketing**

Code  
ECTS credits  
Contact person  
E-mail  
Aim and content

IB03  
3 ECTS  
Saber CHTOUROU

*Part 1: Introduction to Marketing***Objectives**

The aim of the course is to develop the student's understanding of Marketing. To appreciate the importance of the separate marketing functions, the management of these functions, and how each function affects other functions within the marketing domain. The course will explore the field of marketing, as it directs the organization's resources to satisfy customers' wants and needs through the exchange process, at a reasonable profit to the organization. Specifically, we will examine how marketers: understand consumers' needs and wants; develop products and services that provide superior value; and how they price, distribute, and promote products and services effectively.

**Content**

- Foundations of marketing theory
- The importance of understanding the customer's needs.
- The Basics of marketing research
- The marketing mix philosophy
- Implementing the different policies : Product, Price, Promotion and Place

*Part 2: Internet Marketing***Objectives**

This part 2 is designed as an introduction to the rapidly evolving world of Internet marketing. The opportunities, problems, tactics and strategies associated with incorporating electronic methods into the marketing function are examined. The course includes discussion of the importance of web-site traffic and brand building, online customer support and data collection, online pricing tactics and Internet marketing models

**Content**

- The importance of using an online presence as a way to build relationships and brand value with major stakeholders.
- The major e-marketing challenges and opportunities based on historical and current events in the global business environment
- The use the Internet as a means of collecting customer-focused data and research.
- Online product and pricing strategies.
- Tactics for using the Internet as a tool for communicating with customers and measuring the web audience.
- Applying new knowledge and skills through analyzing a marketing company's situation and developing a web marketing plan.

**Learning process**

Class meetings will revolve around lectures, video presentations, and in-class activities, such as case discussions, pre-assigned exercises and experiential exercises. In order to get the most from this course it is extremely important that you are prepared for class.

Contact hours

Lecture and work group: 24 hours in English

Mode of assessment  
Literature

Individual exam (50%) Work Group (50%).

**11.****International Seminar**

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

IEL  
3 ECTS

These seminars, designed in a spirit of openness, cover all the main management fields. They are an interesting opportunity to approach, in a highly interactive way, an original topic related to business and to study with students from other programmes.

Some example:

- Career Decisions: What job is right for you? What job are you right for? How can you present yourself to get that job? Bill ACKER (USA/UK)
- Define Your Long-Term Life Goals – Find Your Mission Jeanne CAPODANO (Canada)
- Global Presentation and Public Speaking Skills Fiona CASEY (Irish-American)
- Philosophy and Business Paul CLAUDEL (France)
- Business Ethics and Decision-Making Laura HARTMAN (USA)
- Gandhi : his thoughts and Management Janender K. JAIN (INDIA)
- Performance Coaching : from Sport to Business Corinne MARTIN (UK)
- Culture Awareness and Intercultural Competence (MP) Mollie PAINTER-MC (PhD) (USA/ South Africa)
- Negotiation Robert THOMAS (USA).

Contact hours

Lecture and work group: 24 hours in English

Mode of assessment  
Literature

Individual exam (50%) Work Group (50%)

## ELECTIVE COURSES <sup>1</sup>

### 12.

### European Human Resource Management

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

IB04  
3 ECTS  
Jérôme RIVES

#### Objective

The course aims to examine the concept of human resource management in Europe and the impact of the new Information Technologies.

#### Content

The course discusses:

- The context and European social issues
- Human resources and management logic
- Social Models
- Comparative Social Relations
- Comparative Analysis of diversity managerial cultures
- Comparative analysis of diversity of Human Resources management
- Cross analysis of policies and practices in employment, Human Resources and management in Europe.

Contact hours  
Mode of assessment  
Literature

Lecture and work group: 24 hours in English  
Individual exam (50%) Work Group (50%)

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<sup>1</sup> A course will be opened when at least 10 students can be inscribed and as function of the student's profile.

**13.****Database Management**

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

II02  
3 ECTS  
Paul LAIFA and guest professor

**Objective**

This course discusses the basic role of a database in the Information System.

**Content**

- Data models: Relational Model (On Line Transactional Processing, Relational Database, SQL) versus,
- Decisional Model (On Line Analytical Processing, Datawarehouse, ETL).

Contact hours

Lecture and work group: 24 hours in English

Mode of assessment  
Literature

Individual exam (50%), Work Group (50%)

**14.****Network and Security Option**

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

II03  
3 ECTS  
Paul LAIFA and guest professor

**Objective**

This course aims to examine the basic aspect of Network issues.

**Content**

- New technologies: XML, WebServices.
- Infrastructure: Network Architecture and Security.

Contact hours

Lecture and work group: 24 hours in English

Mode of assessment  
Literature

Individual exam (50%) Work Group (50%)

## Phase Two: SKILLS in IT Management

Spring (2010) Turku Finland, 30 ECTS

### CORE COURSES

#### 15. Management of ICT services

Code TU01  
ECTS credits 6  
Contact person Timo Leino  
e-mail [timo.leino@tse.fi](mailto:timo.leino@tse.fi)

#### Aim and content



The alignment of IT in business is maybe the most crucial aspect of IS success. In this course we deal with the IT service management (ITSM) of a company. We discuss the sensitive relationships between the ITSM function and the user organization, and domains of responsibilities of both parties. We look at the ITSM function from both internal (service production) and external (service required) point of view, and the service level agreement (SLA) as a possible solution to the demand/supply problem. The strategic IS planning approach will also be discussed. During the course we reveal the tasks and services of the ITSM function, such as the purchasing, maintenance and recycling of servers, workstations, networks and software, IS analysis and design, and the management of end-user computing. The skills and knowledge required in taking care of these tasks are discussed. We also look at the typical status and organization options of the ITSM function in companies, and the centralizing/decentralizing problem in that context. Total or selective outsourcing will be taken into consideration as an organization option and also related to the purchasing and maintaining of the infrastructure and IS's.

Contact hours Lectures and exercises 36 h in English.

Mode of assessment Exam and exercises 093010 TJS1 Management of ICT Services, 6 ECTS cr.

Literature  
1. Managing information systems an organisational perspective, Boddy David.  
Boonstra Albert, Kennedy Graham, 2<sup>nd</sup> edition (2005), 0273-65595-7.  
2. A collection of articles

**16.**

Code  
ECTS credits  
Contact person  
e-mail

Aim and content



Contact hours

Mode of assessment

Literature

**Information systems evaluation**

TU02  
6  
Reetta Raitoharju  
[reetta.raitoharju@tse.fi](mailto:reetta.raitoharju@tse.fi)

Investments and role of information systems in different industries are increasing at accelerating pace. This has led to a need of evaluating the real benefits of IS. This course focuses on evaluation of information systems from different perspectives; starting e.g. from usability of single software or web page to the evaluation of the effects of IS in organizations and in society. Topics like usability, utility, cost and benefits and evaluation process in itself are discussed. The goal is to understand different methods, theories and perspectives that can be used in information systems evaluation and also to understand different levels, like organizational and interorganizational, in which evaluation can be performed. The course consists of lectures and exercises.

Lectures and exercises 28 h in English.

Exam 093033 TJS3 Information Systems Evaluation, lectures and literature

A collection of articles

**17.****Management of international IT partnerships**

Code  
ECTS credits  
Contact person  
e-mail

TU03  
6  
Reetta Raitoharju ja Annukka Vahtera  
[reetta.raitojarju@tse.fi](mailto:reetta.raitojarju@tse.fi), [annukka.vahtera@tse.fi](mailto:annukka.vahtera@tse.fi)

Aim and content



The trend toward global business networks generates new requirements for IT companies and professionals. The success of IT companies is highly dependent on their ability to develop and manage international partnerships in sales, services, R&D, finance and production. The course is built around exercises, where the students analyze international partnership networks of different IT companies. The lecturers' role is to provoke discussion by selecting pre-reading articles and bringing forth theories and frameworks from different disciplines, e.g. literature on networks, relationships and partnerships, global IT management issues, and software business. Guest lecturers are invited to discuss the practices that companies use to manage their contacts with their international partners. The course book analyzes factors that affect the overall growth of the ICT industry and the success of individual players. The lessons learned in different sections of the course are collected into an essay. Upon completion of the course, the student is able to identify the most significant partnership types in the IT industry, understand mechanisms through which such partnerships are managed, and is aware of the significance of networks for the growth of the IT industry and individual IT companies. The course is useful for all IS majors, but in particular to those who aim at IT careers either in IT companies or in multinational enterprises.

Contact hours

Lectures and exercises 28 h in English.

Mode of assessment

Essay 093061 TJS6 IT partnership analysis, 3 ECTS cr.  
Exam 093062 TJS6 Lectures and literature, 3 ECTS cr.

Literature

Customer-driven IT how users are shaping technology industry growth, Moschella, David C. (2003), 1-57851-865-2.

**18.****Research Methods**

Code TU04  
ECTS credits 6  
Contact person Jonna Järveläinen and Eija Koskivaara  
e-mail jonna.jarvelainen@tse.fi; [eija.koskivaa@tse.fi](mailto:eija.koskivaa@tse.fi)

## Aim and content



The overall purpose of the course is to introduce the student to basic vocabulary, concepts, and methods of research in information systems (social sciences). The course is designed to assist students in developing necessary skills to design and execute their master's thesis research. The general part of the course covers the following topics: principles and ethical issues in scientific research; research process; different kind of research methods, and principles of using mixed methods.

The exercises will cover various issues related to writing a master's thesis, including drafting a research plan, data collection, data analysis, etc.

Contact hours Lectures 18, exercises 14h (groups 1-2).

Mode of assessment Lectures and essays 093111 TJSRM Research Methods, 2 cr/3 ECTS Exercises 093112 TJSRM Research Methods, 2 cr/3 ECTS.

Literature

1. Doing qualitative research a practical handbook, Silverman, David (2000), 0-7619-5822-3.
2. Research methods in business studies a practical guide, Ghauri, Pervez (2002), 0-273-65110-2.
3. Statistics a spectator sport, Jaeger, Richard M. (1990) , 0-8039-3420-3.
4. Qualitative research methods for the social sciences, Berg, Bruce L. (2004) , 0205379052.
5. On research methods, Järvinen Pertti (2004), 952-99233-1-7.

**19.****The Language of Negotiations**

**Code**  
**ECTS credits**  
**Contact person**  
**e-mail**

TU05  
3  
Douglas Brear  
[douglas.brear@tse.fi](mailto:douglas.brear@tse.fi)

**Aim and content**

The students will be able to conduct negotiations and take an active and engaged role in them; in so doing they will use a wide range of language in order to carry out the required procedures. As leaders of teams they will be able to welcome, greet and introduce; to take control of the meeting and its agenda; and to summarise and confirm. As negotiators, they will be able to take part in preliminary introductions, to make small talk, to request, question, suggest and check, to reject, propose and clarify. The students will be able to create and contribute to a positive atmosphere. Level B2-C1.

**Contact hours**

26 hours

**Mode of assessment**

Course work and assignments 102002 EN3 The Language of Negotiations, 3 ECTS cr. Grading will depend upon active participation (with particular reference to the extent to which the suggested language patterns are used) and upon the written assignment.

**Literature**

1. Getting Past No: Negotiating with Difficult People, Random House Business Books, Ury, William (1991), 071-2655-239.
2. Getting to Yes: Negotiating Agreement without Giving in, Random House Business Books, Fisher, Roger (1997), 0-09-924842-5.
3. EN3 The Language of Negotiations, and EN3 Language Supplement (obtainable from the bookshop), Brear, A. D.

**20.****Academic Writing**

Code	TU06
ECTS credits	3
Contact person	Elizabeth Nyman
e-mail	<a href="mailto:elizabeth.nyman@tse.fi">elizabeth.nyman@tse.fi</a>
Aim and content	The course is intended for students who are writing their final thesis in English. By the end of the course, they will be familiar with the conventions of writing research papers and theses in English. They will be able to improve significantly both the organization of their work and their grammar and literary style; and they will develop the skill to eliminate a substantial proportion of their grammatical errors. Level C1.
Contact hours	26 hours
Mode of assessment	Course work and assignments 102010 EN10 Academic Writing, 3 ECTS cr. Active participation at 80 % of the classes is required.
Literature	EN10 Academic Writing (obtainable from the bookshop), Brear, A. D. EN10 Grammar Supplement (obtainable from the bookshop), Brear, A. D.

## OPTIONAL COURSES

### 21.

### Finnish for Foreigners: Beginner's Course 1

Code	TUFI
ECTS credits	2
Contact person	Jenni Nieminen
e-mail	<a href="mailto:jenni.nieminen@tse.fi">jenni.nieminen@tse.fi</a>
Aim and content	The general goal of the course is to offer the students some basic knowledge of the Finnish language so that they can survive in everyday life situations. The course includes reading and writing short texts, listening to short dialogues and texts and practicing simple communicational situations. Some very basic grammatical structures will be taught during the course. Students have to pass certain tasks during the course in order to gain the credits. Level A1.
Contact hours	24 h, 4 hours a week.
Mode of assessment	Exam 162013 SVF1 Finnish for Foreigners: Beginner's Course, 2 ECTS cr. Attendance at 80 % of the classes is required.
Literature	1. Hyvin menee! suomea aikuisille, 2. painos, Otava, Heikkilä, Satu; Majakangas, Pirkko (2003), 951-1-17583-1. 2. Hyvin menee! Suomea aikuisille. Vocabularies, Otava, Heikkilä, Satu; Majakangas, Pirkko (2002), 951-1-17773-7.

## ELECTIVE COURSES

### 22.

#### Information systems in administration – e-Government vs. e-Enterprise

ECTS credits

6

Lecturer

Irene Krebs

e-mail

Aim and content

When comparing economy and competitiveness, countries with efficient e-Government services normally come off well. This close connection of competitiveness, innovation and quality of public administration means that in global economy improved public administration is a clear advantage. Thus it is important to accelerate the availability and utilisation of e-Government. Citizens demand better services, a higher level of security and more democracy, while companies ask for less bureaucracy and more efficiency.

Such a transformation of Government has to be business-led and ICT enabled; so that technology makes a sound redesign in a holistic approach possible. The aim of this course is to present a systemic perspective as well as a practice-oriented view on the subject. Consisting of in-class teaching and case study work the course addresses core issues of e-Government including the following topics:

##### A: Strategy

- Basic introduction: e-Government as e-transformation
- Information technology between the priorities of security
- Cooperative e-Government as a site factor
- e-Government – requirements from industry

##### B: Organisation

- Modernisation of administration through e-Government
- Municipal design potentials through e-Government

##### C: Technology

- Interoperability and standards
- Architectures for process-oriented e-Government

##### D: Project management in eGovernment

- Methods for economic feasibility studies for e-Government
- Guidelines for the management of IT projects

##### E: Projects and their benefits

##### F: Social and economic impact

##### G: Selected project cases

Contact hours

Intensive course 12.-16.1.2009, 20 hours

Mode of assessment

Exercises, discussions, exam, 6 ECTS cr.

Literature

1. Al-Hakim L (eds) (2007) Global E-Government: Theory, Applications and Benchmarking, IGI Publishing, ISBN-10: 159904028X, ISBN-13: 978-1599040288
2. Homburg V (eds) (2008) Information Systems in Public Administration: Understanding E-Government: Information Systems in Public Administration, Routledge Chapman & Hall, ISBN-10: 0415430933, ISBN-13: 978-0415430937

## Phase Three: INTEGRATION

Fall (2010) Tilburg Netherlands – 30 ECTS

**23.**

### **Business Transformation and IT**

Code	TI01
ECTS credits	6 ECTS credits
Contact person	Prof.dr.ing. J.T.M. van der Zee
e-mail	e-mail: <a href="mailto:J.T.M.vdrZee@uvt.nl">J.T.M.vdrZee@uvt.nl</a>
Aim and content	<p>Living in an era of radical change, the way firms do business and the way they are organized and managed are changing beyond recognition. The virtual and networking organizations discussed in this course may be partly a vision of the future, and partly already exist at the moment. Unmistakably, trends are emerging that indicate the contours of the organization of the future and a business environment of which networks will be the very fabric. Needless to say is that Information Technology is one of the major drivers of these trends. A profusion of information reaches us in all kinds of ways. The technology that makes this possible is developing at a dizzying pace, and the boundaries between all kinds of information carriers are becoming increasingly blurred. The most important question facing firms now is what all that information, intelligence and technology means in terms of their business strategies for a sustainable competitive position, for products and services, their customers, their sales markets and their partners in business chains. The course revolves around those themes, and is based on the evolving insights from visionary sources, as well as practical examples from early adopters.</p> <p>The predominant approach for this course is "Learning by example", i.e. demonstrating trends, developments, and discussing their strategic impact on businesses. However, by extrapolating examples, students are prompted to "think through" and develop their own analytical and creative skills. This is emphasized by three scenario-building sessions at the end of the course.</p>
Contact hours	3 hours lecture per week (10 weeks) + case work (4 weeks)
Mode of assessment	Written exam
Literature	Compulsory Reading Turban, Leidner, McLean and Wetherbe, Information Technology for Management: Transforming Organizations in the Digital Economy, Wiley Higher Education, 2008, ISBN 978-0-471-78712-9. 6th Edition

**24.****Business Intelligence**

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

TIO2  
6  
Prof.dr.ir. H.A.M. Daniëls  
H.A.M.Daniels@uvvt.nl  
Objectives

Knowledge of the construction of a data warehouse. Basic knowledge of OLAP applications. Business implications of a data warehouse. Insight in the fundamental issues of knowledge discovery in databases such as learning algorithm's for classification, prediction and risk analysis. Understanding of performance issues, business relevance and implementation. Valuation categories of knowledge. Basic understanding of knowledge based systems. Hands on experience with OLAP tools (EXCEL 2000), and Data mining software WEKA. The ability to analyse simple data-sets using data mining tools.

**Contents**

This course is about knowledge management and knowledge discovery in databases. This field deals with the identification and extraction of new and useful knowledge from company databases. The commercial interest in Knowledge Discovery in Databases is growing due to the increasing awareness of companies that the vast amounts of data collected on customers and their behavior contain valuable business knowledge. Different types of knowledge can be derived from datawarehouses, like rules characterizing potential customer classes, knowledge classifying groups with larger risks and so on. Quite often useful causal relations are hidden in company databases and the goal of the datamining process is to induce these from the data and to represent them in meaningful ways to improve business processes. The emphasis will be on the methodological and practical aspects of knowledge discovery.

**Specifics**

Students may only participate in the examination after successful completion of several assignments. This is a so-called compulsory elective.

Contact hours

2 hours Lecture (12x) and 2 hours Computer Practicum (12x)

Mode of assessment

Written exam and Assignments

Literature

**Compulsory Reading**

Witten and Frank, Data mining: practical machine learning tools and techniques with Java implementations, Morgan Kaufmann, 2000, ISBN 1-55860-552-5.  
Berry and Linoff, Mastering Data Mining, Wiley, 2000, ISBN 0471-33123-6.

**Recommended Reading**

Adriaans, P. & L. Zantinga, Data-mining, Addison Wesley, 1996, ISBN 0 201 40380 3.  
Fayyad, Shapiro, Smyth & Ulthurusamy, Advances in knowledge discovery and datamining, AAAI press, 1996, ISBN 0 262 56097 6.  
Turban, E. & J.E. Aronson, (1998). Decision support systems and intelligent systems, 5th edition, Prentice Hall, ISBN 0 13 740937 0.



**26.****Management of Knowledge and Innovation**

Code  
ECTS credits  
Contact person

TIO04  
6  
Prof.dr.ir. R. O'Callaghan

e-mail  
Aim and content

R.Ocallaghan@uvt.nl  
Objectives



This course aims at the successful management of innovation from a knowledge management perspective. It specifically focuses on the links between knowledge management and the structures and processes that support innovation in different technological and market environments. The innovation processes include a series of different activities, all of which entail the creation, sharing and application of knowledge, i.e. based not only on internal capabilities and competencies, but also on external sources of know-how. The course analyses how each step of the innovation process requires different types of knowledge and, correspondingly, a different Knowledge Management (KM) approach.

**Contents**

The integrating themes will be the identification and development of core competencies, the constraints imposed by different technologies and markets, the KM structures and processes for organizational learning and innovation. The course draws on research and practices in a number of areas (i.e. strategy, marketing, organizational behaviour, networks, ICT, and knowledge management) to understand and exploit innovation at the operational and strategic levels.

Students will be asked to: investigate different models of innovation, search for examples of knowledge management and innovation management in different contexts (i.e. different technologies and markets), and analyse these examples identifying and assessing KM structures and KM processes for innovation and organizational learning.

Specific topics include: innovation as a management process; knowledge management (KM) in organizations, KM for different steps of the innovation process; developing an innovation strategy; modelling technology and markets; adoption and diffusion of innovations; technology scanning; regional/national systems of innovation, and their influence on SMEs; managing the internal innovation processes; creating an innovative organization; linking R&D, production, and marketing; IT-based innovations; auditing and benchmarking innovation management in an organization.

**Specifics**

The course alternates lectures, in-class discussions of models, cases, and group assignments. Given the interactive nature of the course, class attendance is important. Students are expected to attend the lectures, prepare for and participate in the discussions. Lack of attendance and participation cannot be compensated with a final exam.

The final grade is based on three components: an assignment (25%), a group paper (25%), and a final exam (50%). The paper and assignment are done in teams (4 or 5 persons each). The final exam is done individually. A student must pass the exam to pass the course (i.e. a fail grade in the exam cannot be compensated with a high grade in the assignments).

Contact hours  
Mode of assessment

2 hours Lecture and Case Discussions (14x)

Literature

**Compulsory Reading**

Joe Tidd, John Bessant and Keith Pavitt, *Managing Innovation: Integrating technological, market and organizational change*, John Wiley & Sons Ltd., 2005, ISBN 0 470 09326 9. Third edition

Additional materials (articles,cases) will be distributed in class or made available through Blackboard.

**27.**

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content



**Logistics and Information**

TIO5  
6  
W.J.H. van Groenendaal  
W.J.H.vGroenendaal@uvt.nl  
Objectives

Gain insight into an integrated and coordinated approach for internal and external planning of a company's logistics. This includes: material planning, activity planning and scheduling, the coordination of internal supply, WIP, coordination of demand, and supply chain management. The approach discussed here is the basis for every ERP software package, such as SAP and Navision. The focus of this course is on integrating theory and practice.

**Contents**

Starting point is an integrated manufacturing, planning and control framework for the complete planning process in a dynamic setting, that is, taking into account the feedback between planning and realisation. We will discuss:  
How a company's strategic goals can be translated into an annual sales and operation plan;  
The formulation and update of a master production schedule (MPS) and how this is linked to demand management;  
The material requirements and capacity planning resulting from the MPS; and finally;  
The translation of requirements planning into short term shop floor control, and order promising.  
These aspects are discussed using several management principles (Material Requirements Planning, Just in Time, Total Quality Management). We will also pay attention to the support ERP-software has to offer the planning process.

**Specifics**

Note that after this course the student can also enter the international exam for the APICS CPIM Basics Module. For more information see <http://www.apics.org/About/> and <http://www.vlmnet.nl/>.

Contact hours

2 hours Lecture and Case Discussions (14x)

Mode of assessment

Written exam plus a paper (Minimum 5 out of 10 each)

Literature

Compulsory Reading

Vollmann, T.E., Berry, W.L., Whybark, D.C. and F.R. Jacobs, Manufacturing Planning and Control for Supply Chain Management, 5th Edition, McGraw-Hill/Irwin Series in Operations and Decision Sciences, McGraw Hill, Boston, USA, 2004, ISBN 007-229990-8.  
Reader.



**29.****Dutch for beginners**

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content

TIDU  
6 ECTS

The course aims for level A1 as set by the [Common European Framework of Reference](#) (CEF).

In this course, participants will be instructed in the basics of the Dutch language. The participants will develop sufficient listening and speaking skills in Dutch to enable them to function in everyday Dutch life. The grammar and vocabulary taught in this course are therefore related to everyday situations, including shopping, eating and drinking, travelling, and topics of general interest. Basic reading and writing skills in Dutch will also be developed. The first 7 chapters of the book Code I will be dealt with during this course.

- Target group: Exchange students and non-Dutch speaking students with no or little knowledge of Dutch.
- The Language Centre recommends speakers of Asian languages to enroll in Dutch I for Asian students. (<http://studiegids.uvt.nl/it10.vakzicht?taal=n&pfac=TAC&vakcode=106278>)
- 80% attendance required.
- 2 lectures a week (1,5 hour each).
- In the event of an insufficient number of participants, the Language Centre reserves the right to cancel a course.

Contact hours  
Mode of assessment

Written examination

Literature

*Code I, basisleergang Nederlands voor Anderstaligen, takenboek en CD-ROM, ISBN 978 90 06 81110 0.*

*Reader Dutch I for International Students.*

**30.****International Production Management**

Code	TI0p01
ECTS credits	6
Contact person	Dr. J.A.C. de Haan Drs.M.A.Overboom
e-mail	<a href="mailto:J.A.C.deHaan@uvt.nl">J.A.C.deHaan@uvt.nl</a> / <a href="mailto:M.A.Overboom@uvt.nl">M.A.Overboom@uvt.nl</a>
Aim and content	Objectives

This course aims to provide knowledge of and insights into the dynamics of managing an organization's production system in an international context. Second it aims to develop a reflecting attitude in respect to the related concepts and to develop skills to use the concepts in real-life contexts.

**Knowledge and Insights**

Providing knowledge of the evolution of production systems in an international and comparative context;

- a) Providing insights into the problems related to production systems encountered by internationalizing organizations;
- b) Providing insights into the effect of cultural and institutional differences between countries and/or regions on an organization's production system in terms of efficiency and effectiveness;
- c) Skills and Attitude
- d) Developing skills on how to organize or design production systems in order to efficiently and effectively deal with comparative differences between countries and/or regions.
- e) Developing a reflecting attitude towards the (sometimes popularized) concepts used in theory and practice.

**Contents**

The course is organized in three parts (blocks). In the first part the focus is on the evolution of production systems in response to environmental changes and technological developments. A central theme in this block is the qualitative trade-off between the uses of technology versus the uses of human labor in production systems. Underlying this trade-off is a second trade-off between the need for efficiency versus the need to differentiate (flexibility, quality, innovation). In the second block a fundamental step is taken by allowing the production system to be situated in the geographical space. In this block the focus is on how differences in production factors (labor, capital, energy) in different countries affect the trade-off between technology and human labor. Since realistically any organization would still be confronted with the trade-off between efficiency and differentiation, not only the cost of production factors needs to be taken into consideration. In the third and final block a further fundamental step is taken by allowing cultural and institutional differences between countries/regions to affect the trade-off between technology and human labor. Especially in this block, the focus will be on how to organize technology and human labor in order to take advantage of regional differences.

Contact hours	Lectures (2x45 minutes), Interactive Lectures (1x45 minutes) : (13x)
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Mode of assessment Literature	Compulsory Reading N. Slack and M. Lewis, Operations Strategy, Prentice Hall, 2002. Reader International Production Management 2006.
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### 31.

Code  
ECTS credits  
Contact person  
e-mail  
Aim and content



### International Management

TI0p02  
6  
Dr. J.F Hennart  
[J.F.Hennart@uvt.nl](mailto:J.F.Hennart@uvt.nl)  
Objectives

The course aims to provide insight into:

- the globalization process and its impact on management
- static and dynamic theories of the internationalization of firms
- foreign entry decisions
- the management of multinational enterprises

After completion of the course, students will be able to understand the theories covered, make linkages between the concepts used, and apply theories and concepts in analyzing and solving real-life business cases in the field of international management.

#### Contents

This course reviews the various theories of why firms become multinational enterprises. Most of these theories are rooted in economic theory. In addition, we discuss more dynamic, evolutionary theories of the internationalization of firms. These theories explore how firms incrementally learn to handle foreign environments: through export, independent agents, acquisitions or start-ups, alone or with partners (i.e. joint-ventures). We also study how multinational enterprises manage and control their international subsidiaries.

4 hours lecture (10x)

Contact hours

Mode of assessment

Written exam (75%), case study discussion (25%)

Literature

## Phase Four: Thesis

Spring (2011) Europe – 30 ECTS

**32.**

### **Thesis International IT Management Topics**

Code

ECTS credits

Contact person

e-mail

Aim and content

30

Anne-Francoise Rutkowski

Master's thesis comprises one fourth of the studies in IMMIT:

- Deepening students' capabilities in international information management
- Establish contacts with European companies
- Exploit the contacts and expertise of all three universities.
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Even if most students write their thesis on the fourth semester, the preparation for master's thesis work begins already in the first year.

Contact hours

Mode of assessment

Literature