

**PROGRAMME IN  
INTERNATIONAL MANAGEMENT  
AUTUMN 2005**

**Aalborg University  
Centre for International Studies  
Fibigerstraede 4  
9220 Aalborg Ô  
Denmark**

**<http://www.business.auc.dk/ivo>**

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## **PROGRAMME IN INTERNATIONAL MANAGEMENT – AN INTRODUCTION**

The programme in International Management started in 1991 as a modular set of courses designed for participants from transitional economies of Eastern and Central Europe who required a broad theoretical knowledge of management as practised in market directed economies. The considerable interest shown in the programme by students within and outside the transitional economies has encouraged us to formalise it into a programme spread over 2 semesters.

The programme aims at providing students insights into theories in Business Economics and training them in analysing and solving concrete business problems.

It is open to both Danish and foreign students who have already done two or more years university studies towards a bachelor degree in Business Economics. It can be taken as a terminal programme, or as a preparation for enrolment for the MSc. programme in International Business Economics offered by Aalborg University. Application for the MSc. programme will however be subjected to usual individual assessment by the University Admission Board.

Whatever your objectives for enrolling for this programme, we believe that it will enrich your intellectual capacity.

We also hope that you will enjoy your stay with us to the utmost.

Dorthe Serles  
Coordinator, Research fellow

## **STUDYING AT AALBORG UNIVERSITY – A DIFFERENT EXPERIENCE**

For those of you without an AAU (Aalborg University) background, studying at Aalborg University will be a new experience because the teaching methods are different from most other universities.

First of all, we have less course work and more project work compared to other universities. Generally speaking the ratio of the two activities is approximately 50:50. The comprehensiveness of the project is illustrated by the fact that only one project is prepared per semester.

Secondly, projects take their starting point in real business problems. A problem is identified, analysed and solved by way of collecting empirical material, including interviews, and consulting books and attending lectures, i.e. using theories.

Thirdly, projects are normally prepared in groups of around 5 students who work together throughout the semester under the supervision of lectures.

Finally, the students themselves choose the topic for the project in co-operation with their supervisor.

In order to facilitate your project work, a special guideline has been prepared. It is available at the secretariat (Room 93B).

To prepare the project, rooms are made available where the students can meet to work and discuss.

The first half of the semester is primarily devoted to intensive course work and lectures. The main idea of the course work is to give you a broad scope within the field of International Management and support the project work.

In general, exams are based on written reports, prepared by groups of students, followed by an individual or group oriented oral exam. Course work is normally examined by having students analyse a case.

We know from experience that it takes some times to fully comprehend our way of teaching and get used to the high degree of students freedom which is built into the system to a motivating factor. Most of all, the high degree of freedom requires a high degree of individual responsibility and a clear understanding of the importance of co-operation within groups. It is a challenge to you and it will – hopefully – enrich your education. It will certainly be a busy autumn requiring you to organise your time well and co-ordinate the many activities in the programme.

## ACADEMIC AND ADMINISTRATIVE STAFF IN THE AUTUMN OF 2005

### *Academic Coordinator*

Research fellow Dorthe Serles (DS) is coordinator of the programme in International Management. She can be contacted on mobile phone: 2721 0260 and E-mail: [serles@business.aau.dk](mailto:serles@business.aau.dk) or in room, 111b, Fib. 2. The other academic staff members are:

### *Permanent Staff:*

Prof. Olav Jull Sørensen (OJS), Room 113, E-mail: [ojs@business.auc.dk](mailto:ojs@business.auc.dk) Fib.2  
Associate Prof. John Kuada (JK), Room 111a, E-mail: [kuada@business.auc.dk](mailto:kuada@business.auc.dk) Fib.2  
Ass. Prof. Marita Svane (MS), Room 98, E-mail: [msvane@business.auc.dk](mailto:msvane@business.auc.dk) Fib.2

### *Affiliated Lectures:*

Susan Vonsild (SV), Director, Interlink, E-mail: [smv@interlink.dk](mailto:smv@interlink.dk)  
Lars Ib (IB), external associate professor, E-mail: [li@mba-aalborg.dk](mailto:li@mba-aalborg.dk)

## SECRETARIAT AND FACILITIES

The secretariat for the International Management Programme is located in Room 93B, Fib. 4 and is headed by Gitte Nielsen, E-mail: [gn@business.aau.dk](mailto:gn@business.aau.dk)

**Secretariat is open for students from 8.30 to 14.00 daily.**

### *The Business Economics Study Board*

The business Economics Study Board is also located at Fibigerstæde 4, Room 93B. Assistant Professor Allan Næs Gjerding is head of the board and Gitte Nielsen is the secretary. She will be of assistance in all matters that require special or separate attention of the Study Board.

### Students Members on The Business Economics Study Board

Lars Klejnstrup Olesen,  
Kim Rüz  
Rikke Will Thomsen  
Jesper Møller

### Students Counsellors for Business Studies

Lars Klejnstrup Olesen and Tine Berg-Pedersen, Fibigerstræde 4, Room 79, ph. No.: 96358033  
E-mail: [ha-studievejl@business.auc.dk](mailto:ha-studievejl@business.auc.dk)  
Opening hours: Look at the door.

## **The International Office**

The International Office is located in Fr. Bajersvej 7F and here you can consult:  
Lisbeth Krage, administrative assistant.  
*Daily opening hours at the International Office: 12.00-15.00*

## **COMPUTER FACILITIES**

Computer facilities, incl. Printers are located at:  
Fibigerstræde 4 (FIB 4) room 7A, 7B, 15A and 17A  
Fibigerstræde 2 (FIB 2) room 33  
Kroghstræde 5 (KS) room 51

The computers give access to various programmes, E-mail and the Internet.

It is necessary to have a personal password and user-code to use the computer services in FIB4. You will be given an application form at the Introduction meeting or it can be requested from the secretariat, Fib. 4, room 93B. A user-code for your team is: [man-56@business.auc.dk](mailto:man-56@business.auc.dk)

## **THE UNIVERSITY BOOKSHOP**

The University bookshop is located at Fibigerstræde 15. All textbooks and compendiums prescribed for the courses in this programme are available at the University Bookshop.

## **Other Facilities**

- COPYING SERVICE:** A copy card using the copying machines all over Campus, can be bought at the Centre Book Shore. Price for 100 copies DKK. 50,00.
- MAIL:** A mailbox for Management Students can be found inside the secretariat, Fib. 4, room 93B. The box will be clearly marked "Management". Please check the box daily.
- NOTICE BOARD:** A notice board, clearly marked "Management" is to be found in the hall in Fib. 4, near the secretariat. On this board, all kinds of information can and will be posted. Please check it out every day.
- GROUP ROOMS:** The group rooms available for you will be posted on the notice board at a later date.
- LECTURES NOTES:** The lecture notes can be downloaded from:  
<http://www.business.auc.dk/ivo/>

## **METHODS OF TEACHING AND EXAMINATION**

### **LECTURES**

In line with the teaching traditions at Aalborg University, we expect active participation of students in all teaching activities. Normal lectures will be offered in all courses but combined with intensive class discussions and case analysis. These teaching activities are spread over two months – September to October.

### **PROJECT WORK**

The second part of the semester will be devoted to group project work. Each grupo will be assigned a to specific company and will be required to analyse specific problems/issues that may be identified in the company, with applying their theoretical knowledge from the courses. This project work provides students the ability both to improve their understanding of theories and also to test practical relevance.

### **EXAMS**

There will be four exams:

1. An oral exam covering the following courses.
  - 1) Organisation of Economic Activity
  - 2) Management, Organisation and Strategy
  - 3) Marketing/Export Marketing

Each project group prepares and submits a case report that subsequently is evaluated at an oral examination. The examination takes place in groups and are conducted by a lecture and an external examiner. The examination is graded individually according to the Danish 13-point scale, and the grade covers the courses mentioned. The grade carries the weight of 1.

2. An oral, individual examination in the course Research Methodology. A lecturer and an internal examiner conduct the examination. The examination is graded according to the Danish 13-point scale. The grade carries the weight 1.
3. An oral examination of the project report, taking places in groups and conducted by the supervisor and an external examiner. The examination is graded individually according to the Danish 13-point scale. The grade carries the weight of 2.
4. Finally, the course on Entrepreneurship is passed if the student has attended at least 80% of the sessions.

In order to be able to apply for the Programme in International Business Economies on the basis of the one-year Programme in International Management, the average grade for both semesters must not be below 8.

An English test will be held for **ALL** students who are enrolled in the Management Programme.  
**The students are not allowed to bring any dictionaries or other material for the test.**  
The test will take place on:

**Friday, September 9, 9.00-12.00 in Room 35, Fib. 3**

(Please be in the room 10 minutes before the test starts).

### **CREDITS**

The European Credit transfer Systems (ECTS) is used to indicate the workload of a study activity.  
For full time studies, students must have a minimum of 30 ECTS credits per semester.

<b>Course</b>	<b>ECTS credits</b>
1. Organisation of Economies Activity	4
2. Organisation, Management and Strategy	3
3. Marketing/Export Marketing	3
4. Research Methodology	3
5. Entrepreneurship	2
6. Business English	
Semester Project	15

## Events and Schedules – International Management

<b>ARRANGEMENT</b>	<b>DATE AND TIME</b>	<b>ROOM</b>
Official Welcome	September 1, 8.30	Student's House, Gl. Torv 10
Introduction to the Autumn Semester	September 2, 11.00-12.00	Room 35, Fib. 1
Guest Lecture: Tom Hertel	September 2, 12.30-14.30	Room 35, Fib.1
Social get-together	September 2, 17.30-23.00	See special invitation
English test	September 9, 9.00-12.00	Room 35, Fib. 3
Project group formation	September 21, 12.15-14.00	Will be announced later
Submission of problem formulation and project structure.	October 24	By mail to the co-ordinator
Case available on the internet	November 4	
Meeting case	November 9, 8.30-10.00	Will be announced later
Submission of case	November 16, 12.00	At the secretariat
Submission of Research Methodology	November 24, 12.00	At the secretariat
Submission of project	January 5, 12.00	At the secretariat
<i>Examination:</i> Research Methodology	December 7 and 9	Room 125, Fib. 4
Case examination	Will be announced later	
Oral exams based on the project	January 16, 17 and 18 2006	Room 125, Fib. 4
Re-examination	January 31	

## **“INTRODUCTION WEEK”**

### **SCHEDULE FOR THE FIRST WEEK OF THE PROGRAMME IN INTERNATIONAL MANAGEMENT**

*Friday, Sept. 2<sup>nd</sup>*

**Venue, Room 35, Fibigerstræde 1**

11.00-12.00 **Introduction to the International Management Programme**  
**Dorthe Serles**

*Friday, Sept. 2<sup>nd</sup>*

**Venue: Room 35, Fibigetsræde 1**

12.30-14.30 **“Managing in an International Context”**  
*Guest lecture by Tom Hertel, Consultant*

*Friday, Sept. 2<sup>nd</sup>*

**Venue: See special invitation**

**17.30 Social Get-together**

with students from the Mike- and International Business Programme as well as staffmembers

(Arranged by our Ph.D-students – a special invitation will be given)

*Wednesday, Sept. 7<sup>th</sup>*

8.15-11.30 **Company Visit at Fibertex A/S**

## **THE ACADENIC PROGRAMME**

**Course 1: Organisation of Economic Activity**

**Course 2: Organisation, Management and Strategy**

**Course 3: Marketing/Export Marketing**

**Course 4: Research Methodology**

**Course 5: Entrepreneurship**

**Course 6: Business English**

**COURSE 1: ORGANISATION OF ECONOMIC ACTIVITY**

**Lecturer:** **OLAV JULL SØRENSEN, PROFESSOR (OJS)**  
**ALLAN NÆSS GJERDING, Head of Business Studyboard**  
**(ANG)**

**Target group:** International Management and MSc-students of Environmental Management.

**Aim:** The aim of the course is to provide the students with insights into the various theories of how economic activity is organised and managed in a market economy. The aim is in particular to discuss the view in business reality embedded in the various theories.

**Format:** Lectures, discussions and cases.

**Literature:** **Textbooks:**  
Douma, S. & Schreuder, H. (2002): *Economic Approaches to Organisations* 3<sup>rd</sup> edition, London: Prentice Hall.

Sørensen, O.J. (1999): *Business Development. Some Principal Thoughts. Papers in Reprint Series, no. 16.* Centre for International Studies, Aalborg University.

(Can be downloaded from the Internet <http://www.business.auc.dk/ivo>)

Gjerding, A.N. (1998): *Innovation Economics. Part II: The “new” Innovation Economics. International Business Economics. Working Paper Series No. 27,* centre for International Studies, Aalborg University.

(Can be downloaded from the Internet <http://www.business.auc.dk/ivo>)

**Article:**

Grant, R.M. (1991): *The Resource-Based Theory of Competitive Advantage. California Management Journal, Spring 1991*

**Lecture Schedule:**

1. **Tuesday, September 6, OJS**  
*Markets and Organisation*  
Readings: Douma & Schreuder, ch. 1+2  
Sørensen (1999)
  
2. **Friday, September 16, OJS**  
*Organisation and Information*  
Readings: Douma Schreuder, ch. 3+4

- 3. Tuesday, September 20, OJS**  
*Behavioural Theory of the Firms and Agency Theory*  
Readings: Douma & Schreuder, ch. 6+7
- 4. Friday, September 23, OJS**  
*Transaction costs Economics*  
Readings: Douma & Schreuder, ch. 8
- 5. Monday, September 26, OJS**  
*Strategic Management based on Economics Theories*  
Reading: Douma & Schreuder, ch. 9  
Grant, R.M.
- 6. Tuesday, October 4, OJS**  
*Evolutionary Theory of the Firm*  
Readings: Douma & Schreuder, ch. 10
- 7. Friday, October 7, ANG**  
*Innovation Economics. Part II: The “new” innovation Economics*  
Readings: Gjerding (1998)

**COURSE 2: ORGANISATION, MANAGEMENT AND STRATEGY**

**Lecture: JOHN KUADA, ASSOCIATE PROFESSOR (JK)**

***Purpose and Perspectives*** The purpose of the course is to develop the students' ability to define strategic issues based on a cross-theoretical understanding of established and alternative developments within the field of strategy and management. The course aims at stimulating the students' ability to critically reflect in existing theories, creatively combining them when necessary, and flexibly employing them to solve organizational problems.

**Textbook** John McGee, Howard Thomas and David Wilson (2005) *Strategy-Analysis and Practice* (Berkshire, McGraw-Hill)

**Compendium:** A. Stoner, J. & Freeman, R.E. (1992), *Management*, 5th edition, Englewood Cliffs: Prentice Hall.  
E. Mintzberg, S. & Quinn. J.B. (1996), *The strategy Process*, 3th edition, Upper Saddle River, New Jersey: Prentice Hall.

**Cases** **Scandinavian Airlines Systems**  
**IKEA**

**Lecture Schedule:**

1. **Monday, September 5**  
*Concept and Models of Management and Organisation*  
Readings: Stoner and Freeman (1992), pp 41-45, 350-361
2. **Monday, September 12**  
*The concept of Strategy and managers' Role in Companies*  
Readings: McGee et al (2005) chapter 1  
Supplement: Mintzberg & Quinn (1996), pp. 2-45
3. **Monday, September 19**  
*Strategic Intent and Organisational Forms*  
Readings: McGee et al (2005) chapter 2  
Supplement: Mintzberg & Quinn (1996), pp. 64-85, 350-361
4. **Monday, September 26**  
*Organisations and their Environments: Competition and collaboration*  
Readings: McGee et al (2005) chapters 5 and 6
5. **Monday, October 3**  
*Case Discussion: Scandinavian Airlines Systems*

- 6. Tuesday, October 4**  
*Competences and Capabilities of Firms*  
Readings: McGee et al (2005) chapter 7
  
- 7. Thursday, October 6**  
*Strategic Decision making in International Firms*  
Readings: McGee et al (2005) chapters 13 and 14
  
- 8. Thursday, October 13**  
*Case Discussion: IKEA*

**COURSE 3            MARKETING/EXPORT MARKETING**

**Lecturers :**            **John Kuada (JK), Associate Professor**  
**George Tesar (GT) Professor Emeritus**

**Objectives:**            The course aims at providing insight into firms' export marketing motives, decisions and strategies. Focus will be placed on export activities of Small and Medium-sized Enterprises (SMEs) and their operational strategies in different regions of the world.

**Teaching Methods:**   Lectures and class discussions

**Textbook:**            Hollensen, Svend (2004) *Global Marketing: A Decision-oriented Approach*  
3<sup>rd</sup> Edition (Essex, Pearson Education Limited)

**Lecture schedule:**

1.            Internationalization Decisions and Motives of Firms (JK)  
Readings: Hollensen chapters 1&2
2.            Theories of Internationalization and Export Behaviour of Firms (I) (JK)  
Readings: Hollensen chapters 3&4
3.            Theories of Internationalization and Export Behaviour of Firms (II) (JK)  
Readings: Hollensen chapters 3&4
4.            Export Market Selection Decisions (JK)  
Readings: Hollensen chapter 5 & 8
5.            Market Entry Decisions and Methods (JK)  
Readings: Hollensen chapters 9-10
6.            Market Entry Decisions and Methods (JK)  
Readings: Hollensen chapters 11-12
7.            Macro Considerations in International Marketing Strategy Formulation (JK)  
Readings: Hollensen chapters 6-7 and 19

**COURSE 3                    MARKETING/EXPORT MARKETING - continuation**

**Lecturers :**                    **George Tesar (GT) Professor Emeritus**

**Objectives:**                    The course aims at providing insight into firms' export marketing motives, decisions and strategies. Focus will be placed on export activities of Small and Medium-sized Enterprises (SMEs) and their operational strategies in different regions of the world.

**8.                    Export Strategy Formation I (Strategy)**

The first lecture will focus on export strategy formulation and implementation with emphasis on smaller manufacturing enterprises operating in the global marketplace incorporating Internet in their global activities.

Bilkey, Warren J., "Development of Export Marketing Guidelines," *International Marketing Review*, 2/1 (Spring 1985), 31-40.

Julien, Pierre-Andre and Charles Ramangalahy, "Competitive Strategy and Performance of Exporting SMEs: An Empirical Investigation of the Impact of Their Export Information Search and Competencies," *Entrepreneurship: Theory & Practice*, 27/3 (Spring 2003), 227-45.

Katsikea, Evangelia S. and others, "Export Market Expansion Strategies of Direct-Selling Small and Medium-Sized Firms: Implications for Export Sales Management Activities," *Journal of International Marketing*, 13/2 (2005), 57-92.

Keegan, Warren J., "Strategic Marketing Planning: A Twenty-First Century Perspective," *International Marketing Review*, 21/1 (2004), 13-16.

Background material (strategy):

Terpstra Vern, "The Evolution of International Marketing," *International Marketing Review*, 4/2 (Summer 1987), 47-59.

Tesar, George and Raja Velu, "Technologically Evolving Industrial Equipment Fabricators: Their Foreign Involvement," *R&D Management*, 19 (January 1989), 3-11.

Tesar, George, "Strategic Technological and Market Development among Fabricators of Custom Equipment," *Industrial Marketing and Purchasing*, Volume 3, Number 1, 1988, 17-29.

**9. Export Strategy Formation II (Performance)**

The second lecture will focus on export strategy implementation and performance with emphasis on global market maintenance and expansion

Dhanaraj, Charles and Paul W. Beamish, "A Resource-Based Approach to the Study of Export Performance," *Journal of Small Business Management*, 41/3 (July 2003), 242-61.

Glisby, Martin and Nigel Holden, "Applying Knowledge Management Concepts to the Supply Chain: How a Danish Firm Achieved a Remarkable Breakthrough in Japan," *Academy of Management Executive*, 19/2 (May 2005), 85-9.

**COURSE 4: RESEARCH METHODOLOGY**

**Lecturer: MARITA SVANE, ASSISTANT PROFESSOR (MS)**

**Aim:** In the studies of business, researchers use a variety of scientific methods. The aim of the course in research methodology is twofold:(1) to introduce the main methods and methodological approaches that researchers can use for creating knowledge in business studies and (2) to enhance the students' competences in independently creating the methodology that will meet the particular purposes and objectives of the particular business project.

**Activities:** Lectures and class discussions.

**Literature:** Compulsory and supplementary articles are available for self-copying from the secretariat.

**Compulsory Textbooks:**

Arbnor & Bjerke (1997): "Methodology for Creating Business Knowledge", Sage Publications, UK, Chapter 1, 2, 3, 4, 5, 6.

Goulding, C. (2005): "Grounded Theory – a practical guide for management, business and market researchers", Sage Publications, UK. Chapter 3, 4, 5, 6.

**Compulsory Articles and Chapters:**

Tomm, K. (1988): "Interventive interviewing: III. Intending to ask lineal, circular, strategic or reflexive questions?" *Family Process*: 27: 1-15.

Nigel King (2004): "Using Interview in Qualitative Research". In: *Essential Guide to Qualitative Methods in Organizational Research*. Ed by: C. Cassell and G. Symon. Sage Publications, UK. s. 11-22

Eisenhardt, K. M. (1989): "Building Theories from Case Study Research". *Academy of Management Review*: vol. 14, no. 4, 532-550 (can be downloaded).

Hartley, J (2004): "Case Study Research". In: "Essential Guide to Qualitative Methods in Organizational Research", ed. by: C. Cassell & G. Symon. Sage Publications, UK.

Case: Honda Case (for copying from the secretariat):

Mintzberg, Pascale, Goold, Rumelt (1996), "The Honda-Effect". *California Management Review*, volume 38, no. 4, 78-117.

Crotty, M. (1998): “The Foundations of Social Research – meaning and perspective in the research process”. Sage Publications, UK. Chapter 1 (for copying from the secretariat).

Henriksen, L.B., Nørreklit, L., Jørgensen, K.M, Christensen, J.B, O’Donnell, D (2004), “Dimensions of Change – conceptualising reality in organisational research”. Copenhagen Business School Press. Chapter 2 (for copying from the secretariat).

### **Supplementary Readings:**

- A. Andersen, I. (2005): “Guide to Problem Formulation – for research projects within the social sciences”. Samfundslitteratur Press, DK.
- B. Creswell, J.W. (2003), “Research Design. Qualitative, quantitative, and mixed methods approaches,” Sage Publications, UK.
- C. Creswell, J.W. (1998), “Qualitative Inquiry and Research Design- choosing among five traditions.” Sage Publications, UK.
- D. Chandler D. & Torbert, B. (2003): “Transforming Inquiry and Action – by interweaving 27 flavors of action research.” *Action Research*: vol.1, no. 2, 133-152.
- E. Alvesson M. & Sköldbberg K. (2002), “Reflexive Methodology. New vistas for qualitative research”, Sage Publication, UK.
- F. Burrell G. & Morgan G (1994), “Sociological Paradigms and Organisational Analysis.” Ashgate Publishing Limited, UK.
- G. Deetz, S. (1996) “Describing Differences in Approaches to Organization Science: Rethinking Burrell and Morgan and Their Legacy”. *Organization Science*, volume 7, issue 2 (Mar.-Apr.) pp.: 191-207 (can be downloaded)
- H. Kvale, S. (1996), ”InterViews. An introduction to qualitative research interviewing”. Sage Publications, UK.
- I. Yin, R.K. (2003), “Case Study Research – design and methods”. Sage Publications, UK.
- J. Stake, R.E. (2000), “Case Studies”. In: *Handbook of Qualitative Research*. Eds: N.K. Denzin and Y.S. Lincoln. Thousand Oaks, CA: Sage.
- K. Guba, E.G. and Lincoln, Y.S. (1994), “Competing Paradigms in Qualitative Research”. In: *Handbook of Qualitative Research*. Eds: N.K. Denzin and Y.S. Lincoln. Thousand Oaks, CA: Sage.

- L. Lincoln, Y.S. and Guba, E.G. (2000), “Paradigmatic Controversies, Contradictions, and Emerging Confluences”. In: Handbook of Qualitative Research. Eds: N.K. Denzin and Y.S. Lincoln. Thousand Oaks, CA: Sage.

**Lecture Schedule:**

<b>Date</b>	<b>Subject</b>	<b>Readings</b>
Friday, Sept. 23	Introduction to Research Methodology Research Design Inquiry Strategies	Arbnor & Bjerke, chapt 1 & 2 Tomm K., “Interventive interviewing” Nigel King: “Using Interview in Qualitative Research”
Wednesday, Sept. 28	Data Collection Techniques	Goulding, chapt. 3, 4 and 5
Friday, Oct. 7	Data Treatment – Theory Construction	Goulding, chapt. 4 and 6
Friday, Oct. 28	Case Studies	Eisenhardt, K.M.: Building Theories from Case Study Research Hartley, J: Case Study Research
Thursday, Nov. 3	Methodological Approaches Analytical Methodological Approach	Arbnor & Bjerke Chapt. 3 (focus analytical approach) and 4 Honda Case: Focus on the BCG report explanation
Friday, Nov. 4	System Methodological Approach	Arbnor & Bjerke: Chapt. 3 (focus system approach) and 5 Honda Case: Focus on the Pascale and Mintzberg explanation
Monday, Nov. 14	Actor Methodological Approach	Arbnor & Bjerke: Chapt. 3 (focus actors approach) and 6 Honda Case: Focus on the Japaneses’ own explanation
Tuesday, Nov.15	Application of Methodological Approaches in The Project	Crotty: Chapt. 1 Henriksen et al.: Chapt. 2

**COURSE 5: ENTREPRENEURSHIP**

**Lecturer: LARS IB, EXTERNAL LECTURER**

**Aim:** To provide you a general understanding of Entrepreneurship and what it takes to establish a business of your own. Main focus of the course would be:

- Definition and role of entrepreneurs.
- Intrapreneurship.
- International Entrepreneurship.
- Developing Creativity and Understanding Innovation.
- Network and Support Structures.
- Have to create a business plan.

**Format:** Lectures and company cases.

**Literature:  
Compendium:**

- A. Kuratko, Donald F & Hodgetts, Richard M (2001), *Entrepreneurship – a contemporary approach*, 5<sup>th</sup> Edition, Harcourt. Chapter 1, 2 & 3.
- B. Rind Christensen, Poul (2002), *International Entrepreneurship – its present and future research agendas*- Syddansk Universitet, Paper.
- C. Determine your EQ (Entrepreneurial Quotient) – Exercise.
- D. Kuratko, Donald F & Hodgetts, Richard M (2001), *Entrepreneurship – a contemporary approach*, 5<sup>th</sup> Edition, Harcourt. Chapter 5.
- E. Jull Sørensen, Olav (1999), *Business Development Through Networking – An Explorative Study*, Reprint Series No. 26, Aalborg Universitet.
- F. Creating a Business Plan Paper.

**Lecture schedule:**

1. **Wednesday, September 14**  
*Presentation of an Entrepreneur.*
  
2. **Wednesday, September 21**  
*Entrepreneurship – A Perspective.*  
*Historical development of entrepreneurship.*  
*Myths of entrepreneurship.*  
*Intrapreneurship.*  
*International Entrepreneurship.*  
  
Readings: Articles A, B & C.
  
3. **Wednesday, September 28**  
*Creativity and Innovation*  
*Developing personal creativity*  
*Sources of innovation for entrepreneurs*  
*Myths associated with innovation.*  
  
Readings: Article D
  
4. **Wednesday, October 5**  
*Networks and support structures.*  
  
Readings: Article E
  
5. **Wednesday, October 12**  
*Creating a Business Plan*  
  
Readings: Article F
  
6. **Tuesday, November 4 & Wednesday, November 5**  
*One day case.*

**COURSE 6: BUSINESS ENGLISH**

**Lecturer: ELSE WARBERG, ASSOCIATE PROFESSOR**

**Purpose:** The purpose of the course is to ensure that the students possess the language skills necessary to prepare students' projects.

**Format:** The Business English course is a two-semester course, focusing on written communication. Students will be trained in producing texts that are communicatively effective and grammatically correct. The texts include business reports, executive summaries, critical essays, etc.

All participants of the English course will be required to attend at least 80% of the lectures and hand in not less than 80% of the assignments set by the lecturer.

**English Test:** An English test will be held for **ALL** students who are enrolled in the Programme in International Management.  
**The English test will take place on Friday 9<sup>th</sup> September 9.00-12.00 Room 35, Fib. 3.**  
**The students are not allowed to bring any dictionaries or other material for the test.** (Please be in the room 10 minutes before the test starts).

On the basis of the results of the test, it will be decided which students will be required to take a two-semester course in Business English. For those students, participation in the course is mandatory.

The Business English course will start on Thursday, September 22. A list of students required to take the course will be posted on the notice board the day before the course starts.

**Lecture Schedule:**

1. Thursday, Sept. 22
2. Thursday, Sept. 29
3. Thursday, Oct. 6
4. Thursday, Oct. 13
5. Thursday, Oct. 27
6. Thursday, Nov. 3
7. Thursday, Nov. 10
8. Thursday, Nov. 17
9. Thursday, Nov. 24

Course material will be handed out during the course.