

EMBA EMERGING MARKETS *india*

Development Programme for Future Leaders



STUDY GUIDE 2011-2012



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1. THE MINDSET FOR EMBA EMERGING MARKETS

My goal is to be a good leader and a tough manager in an international working environment.

I want to be a business specialist in India.

I want to understand the differences between Indian and Finnish culture in business relations.

My aim is to develop my strategic management skills.

Our company needs accurate information on the market potential in India.

Our company needs information on how to find financing for our company in order to manage businesses in India.

Our company needs a subcontracting partner in India.

I need more information on research and development possibilities in India.



BENEFIT YOUR COMPANY BY

- enhancing marketing, sales and/or purchasing to/from India via learning by doing
- developing business and subcontractor relationships
- boosting R&D&I activities
- creating networks for successful business in India.

AFTER COMPLETING THE EMBA YOU WILL

- have the needed skills for developing real business opportunities in emerging markets
- be able to approach Indian companies with identified business opportunities, industry and market expertise,
- be capable of developing businesses in emerging markets
- be a part of a network of specialists formed by EMBA specialists and EMBA alumni.



2. THE STUDIES IN DETAILS

A SPECIALLY TAILORED PROGRAMME

This Executive MBA programme is developed by taking into account the needs of Finnish environmental technology and the cleantech industry, although participants from all fields of business world are invited.

PROGRAMME LANGUAGE

The language of this EMBA Programme is English.

DURATION

The programme consists of 60 ECTS and lasts approximately 1.5 years. The programme starts in January 2011 and is finalized in March 2011.

STUDYING METHODS

All modules are designed to develop intellectual capital and to benefit the employing company. Learning is enhanced by using various study methods such as group discussions, specialists' lectures, and learning by doing with the help of suitable supporting theories. Virtual learning methods utilized include virtual video lectures, Internet studying platforms, and discussion forums.

The programme can be studied on a part-time basis as lectures are mainly held 1-2 times per month, during evenings and weekends.

Evaluation of studies shall be made on scale 0-5.

DEVELOPMENT PROJECT IN INDIA

A development project with an Indian organization/company/sister company in India forms the core of the programme. In addition to practical learning, this gives the opportunity for networking with potential Indian business partners. The development project takes place at the end of the EMBA programme.



3. LECTURERS AND KEYNOTE SPEAKERS

DIRECTOR OF THE PROGRAMME



The director of this eMBA is Ms Outi Kangas-Korhonen, M.Sc.Economics. She has a strong background in b-to-b and b-to-c sales, marketing and international trade from several fields (paper industry, banking, telecom & IT and consumer goods). She has belonged to the management team of various companies and thus has a thorough understanding of strategic planning, management and the challenges of international business.

LECTURERS

Theoretical studies are provided by a selected group of experts of international business. This multicultural group is a great resource for practical and up-to-date knowledge.

KEYNOTE SPEAKERS

Keynote speakers from international companies link the studies to real-life management situations. The programme is coordinated by Lahti University of Applied Sciences (Lahden ammattikorkeakoulu).

Here are some of the keynote speakers that have recently come to talk to us on key business and management issues.

Aarno Laine, Kemppe Oy
Global Key Account Manager

Eero Pekkola, Executive Director
Oilon Oy

Jari Hudd, Purchasing Manager
Huurre Finland

OTHER PARTNERS IN PLANNING AND IMPLEMENTATION OF THE PROGRAMME

The EMBA programme is planned together with a group of India and industry-related experts such as:

Cleantech Finland - brand
Fintra
Finpro
Häme Chamber of Commerce
Lahti Science and Business Park



4. STRUCTURE OF THE STUDIES

STUDYING MODULES

The programme consists of four modules. Every module contains courses which build the needed competences to plan, manage, implement and measure international business strategies.

1. India as a Business Environment

The module examines the cultural and business approaches in emerging markets, especially in India. It provides an in-depth introduction to both global and local Indian business environments taking into account specific business sectors. It also sets the learning environment for the whole programme.

2. International and Multicultural Business Operations

The module gives essential information and knowledge in managing varying and challenging business/corporate operations in international and multicultural business environments. It supplies the needed skills to better manage legal, financial, logistical and marketing operations in different business areas.

3. International Business Management and Strategic Thinking

The module enhances strategic thinking and shows how to improve the strategic approach in different areas of business. It also builds one's knowledge in managing intellectual capital and research & development & innovation. Leadership and management concepts in international and multicultural business environments are highlighted in this module.

4. EMBA Development Project

The module gives the student a chance to apply the learned information and gained knowledge into a real development project with either an Indian partner or with a project related to emerging markets with one's own company.



5. CURRICULUM

Executive MBA studies 60 ECTS	Quarter					Σ
	1	2	3	4	5	
India as a business environment Kick off to eMBA in Vierumäki The Global Business The country, history and culture: India Business Environment: India Environmental Challenges in the 21 st Century India						10
International and multicultural business operations International accounting Financial Management Marketing and Sales management International contract and sales law International Supply Chain Management	3 3 3 3 3					15
International business management and strategic thinking Corporate strategy International Strategy and Management Global Leadership Innovation and Technology Leadership Managing Human resources and Intellectual capital	3 3 3 3 3					15
EMBA Development project Research process and research methods eMBA Development project Finishing, presentation of development projects	3 15 2					20

Curriculum subject to changes.



6. COURSES IN DETAILS

Kick off to EMBA

Objectives

A kick off for the EMBA programme: learning methods, grouping, analysis on group working skills and introduction to the themes of the EMBA programme.

Each student specifies one's own goals and objectives for the study programme in a form of an Individual Study Plan.

Takes place in Vierumäki, Heinola.

The Global Business

Objectives

To understand globalization and global economy and their effects to business environment. To learn how to gather information and how to analyze future trends in the business environment.

Contents

Global Business course addresses and highlights challenges and possibilities in global business environment which international companies face. Economical changes and megatrends affecting global business.

Target competences

Operating in a multicultural environment, business management and strategic thinking, ethical knowhow. Responsibility.

Evaluation of studies on scale 0-5.

Materials to be informed later on.

The Country, History and Culture: India

Objectives

To learn the structure of Indian society, history and culture. Understand the value of social capital. To learn how the Indian history and culture effect the business environment and operations.



Contents

History and culture course highlights the cultural differences in the structure of Indian society, economy and industry in different regions of India. Course provides ways to handle cultural and business challenges in India.

Target competences

India knowledge, operating in a multicultural environment, ethical knowhow, responsibility.

Evaluation of studies on scale 0-5.

Materials to be informed later on.

Business Environment: India

Objectives

To learn and understand the changes in the always evolving Indian business environment. Learn to estimate market potential and possibilities.

Contents

Business environment course highlights variations and challenges in Indian business environment. Gives an insight to the latest development and trends in the Indian economy and business life.

Target competences

India knowledge, operating in a multicultural environment, workplace knowhow.

Evaluation of studies on scale 0-5.

Materials to be informed later on.

Environmental Challenges in the 21st Century India

Objectives

To find out environmental challenges that India faces in the 21st century. To learn what kind of impact rapid industrialization has had on the environment as well as social, economic, political and culture life patterns.

There is an increasing need to plan ahead towards a sustainable society that draws upon but does not diminish the environment that nurtures us. Environment is a pressing global issue; at the same time, India as the largest Asian subcontinent, with its varied land forms and climatic conditions offers a unique case study.



Content

General situation of the environment in India today: e.g. population and pollution, waste handling and sustainable development. Resource management in India: raw materials, industry and energy. Future actions internationally and specifically in India, legislation and practical issues concerning environment.

Target competences

India knowledge, ethical know how, responsibility

International Accounting

Objectives

Basics of international accounting. Information on how to interpret and analyze financial statements, models for costing, budgeting and analysis.

Contents

The accounting course teaches how to interpret and analyze different financial statements and develops skills for international economics operations through different costing, budgeting and analysis models.

Target competences

Operating in multicultural environment, business management and strategic thinking, learning skills.

Evaluation of studies on scale 0-5.

Materials to be informed later on.



Financial Management

Objectives

Financial Management course introduces financial theories, tools and analysis used for financial decision making to maximize corporate value while managing risks.

Contents

Principles of company/corporate finance, corporate governance, financial instruments, international finance. Financial operations in evolving markets.

Target competences

India knowledge, operating in a multicultural environment, business management and strategic thinking, learning skills.

Evaluation of studies on scale 0-5.

Materials to be informed later on.

Marketing and Sales management

Objectives

To form, understand and execute the sales and marketing strategies. Ways to enter Indian markets. Characteristics and challenges of the Indian business environment from a marketing and sales perspective.

Contents

Marketing and sales management course introduces sales and marketing methods for effective (Indian) market entry, profitability, pricing, competitor analysis and marketing efforts and management in emerging markets and international environment.

Target competences

India knowledge, operating in a multicultural environment, business management and strategic thinking, learning skills, innovative thinking.

Evaluation of studies on scale 0-5.

Materials to be informed later on.



International Contract and Sales Law

Objectives

Corporate contract and sales law. Differences of Finnish and Indian legislation. Intellectual Property Rights legislation.

Contents

In this course international and emerging market corporate, contract, sales, merger, JV, IPR and acquisition laws and requirements are investigated with both operational and strategic view.

Target competences

India knowledge, operating in a multicultural environment, ethical knowhow. Responsibility.

Evaluation of studies on scale 0-5.

Materials to be informed later on.

International Supply Chain Management

Objectives

To learn the principles of international supply chain and strategic global operations management.

Contents

Managing multinational and global supply chain challenges and possibilities from strategic and operational perspective.

Target competences

India knowledge, operating in a multicultural environment, business management and strategic thinking, ethical knowhow. Responsibility.

Evaluation of studies on scale 0-5.

Materials to be informed later on.



Corporate strategy

Objectives

Learn how to form and utilize strategic elements for different functions for operational excellence.

Contents

In corporate strategy module corporate/company functions and actions are viewed strategically. Linking company strategy into internal/external actions.

Target competences

Business management and strategic thinking, workplace knowhow.

Evaluation of studies on scale 0-5.

Materials to be informed later on.

International Strategy and Management

Objectives

Learn to form, manage and implement product, function and corporate strategy.

Contents

In this course, importance and challenges of international strategy are highlighted from product, performance and corporate perspective. Foreign competition, Joint venture and government requirement challenges are studied.

Target competences

Business management and strategic thinking

Evaluation of studies on scale 0-5.

Materials to be informed later on.



Global Leadership

Objectives

Learn different leadership cultures and leadership in different levels. Developing own leadership skill sets and leadership in organizations. Leadership in a multicultural environment.

Contents

Global leadership course introduces general leadership theories and different leadership models in local and multicultural environments. Effective cross cultural communication is needed for effective leadership. In this course methods for effective leadership in international culture are discussed. Group work test and analysis conducted.

Target competences

Operating in a multicultural environment, business management and strategic thinking, ethical know how. Responsibility. Workplace knowhow.

Evaluation of studies on scale 0-5.

Materials to be informed later on.

Innovation and Technology Leadership

Objectives

Learn to Manage knowledge management, innovation, R&D and IPR issues in International environment. R&D in Indian market area. Learn now to gather information on the latest R&D&I in India.

Contents

In this module IPR, innovations and technology leadership are studied in international markets. Development trends, possibilities and threats are discussed as well as potential effects to corporate strategy.

Target competences

Operating in multicultural environment, business management and strategic thinking, ethical know how. Responsibility, work place know how, innovative know how

Evaluation of studies on scale 0-5.

Materials to be informed later on.



Managing Human resources and Intellectual capital

Objectives

Learn to form and implement HR and development strategy, different organizational structures. Take into consideration cultural differences. How to measure, develop and enhance personal growth and intellectual capital.

Contents

Formation and implementation of HR and development strategy in different organizational structures. The effect of cultural differences into to measuring, developing and enhancing personal growth, areas of knowledge and intellectual capital.

Target competences

Operating in multicultural environment, business management and strategic thinking, learning skills, ethical know how. Responsibility. Workplace knowhow.

Evaluation of studies on scale 0-5.

Materials to be informed later on.

Research process and research methods, EMBA Development project kick off

Objectives

Research process, how to utilize research methods, thesis writing process

Contents

General research process and common methods are discussed and development project and thesis writing process are introduced

Target competences: learning skills

Evaluation of studies on scale 0-5.

Materials to be informed later on.



EMBA Development project

Objectives

Gives the student a chance to apply the learned information and gained knowledge into a real development project with either an Indian partner or with a project related to emerging markets with one's own company. The development project theme.

Contents

A 2-3 month period of development project work together with a specifically selected partner organization in India. The partner organization can be situated in any part of India. Lahti University of Applied Sciences and its vast network of experts make the selection of the partner organization together with the student. Theme for the development project is selected in cooperation with student, student's employer, the EMBA programme director and the partner organization in India.

Target competences: India knowledge, learning skills

Evaluation of studies on scale 0-5.

Materials to be informed later on.

Finishing, presentation of development projects

Objectives

Presentation of development project thesis

Contents

Thesis presentation, feedback, defining own learning path and intellectual capital after EMBA. Which areas of expertise still need to be improved.

Target competences

Learning skills

Evaluation of studies on scale 0-5.

Materials to be informed later on.



7. APPLYING TO THE PROGRAMME

Preferably, the students should have a Bachelor or Masters level of formal training and at least two (2) years of working experience. In addition, sufficient English skills are preferred. Students with a vocational level of training can be accepted subject to suitable working experience.

The application period to the commencing programme closes on 1st of December 2010.

Send your motivation letter/open application with CV to the programme e-mail address prior to the closing date.

Address is emba_india@lamk.fi

During December 2010 the applicants shall be informed by mail whether they have been approved to the programme or not.



8. FEES, PAYMENTS AND CANCELLATIONS

The MBA Indian Opportunity tuition fee for year 2010 intake is 16 000 €.

Installment	Euro	Payment
Registration fee	150 €	At the approval to the programme
1st installment	4 600 €	30% of the total price at the beginning of the program
2nd installment	4 600 €	30% after three months of studies
3rd installment	3 400 €	20 % after eight months of studies
4th installment	3 400 €	20 % balance before the training period in India
Total	16 150 €	

The prices include all teaching and tutoring in Finland and in India, finding the participants suitable host organizations in India and necessary negotiations with these, all study material that is specially designed for these EMBA-programmes and excursions that are organized in Finland.

Depending on the host organization, the prices may include student's lodging and meals during his/her stay in India. In cases where the host organization cannot contribute during the participant's stay, Lahti University of Applied Sciences will assist the student to find both lodging and other services needed at a reasonable price.

Also, such optional study materials that are generally available (common methodology books and equivalent) are to be purchased and paid by the students themselves.

Travel costs in Finland, to India or in India are not included in the fee if not stated otherwise. Personal insurances are not included in the fee.

The tuition fee is non-refundable. Lahti University of Applied Sciences has the right to expel a student from the MBA program for unpaid tuition fees.



9. INFORMATION

Detailed information on the programme is provided on the following Internet site:
www.lamk.fi/emba_india

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