

Turku School of Economics

International Business

Annual Report 2016



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REVIEW OF THE YEAR 2016

Something old, something new, something borrowed, something blue – they say. Well, that describes well the past year. Our work still lays on the three pillars of academic work – research, teaching and societal interaction – all of them equally important. Our faculty has continued their good work in conducting rigorous and relevant research which has been interesting for both academic and practitioner audiences. Altogether, our scientific output in 2016 was 14 articles in international peer-reviewed journals, 13 chapters in edited books by international publishers and a huge number of papers presented at academic meetings and conferences. It is not just the quantity but also the quality matters. The paper by the EmoMA research team was selected at a Highly Commended paper at an international conference and the number of citations to our work has been increasing. Keep up the good work! Most of the IB research is a collaborative effort and we also want to share our sincerest thanks with our partners both in Finland and abroad. Thank you for sharing your expertise with us, we look forward to new interesting opportunities in the future!

If research followed the path chosen earlier, our teaching underwent through major changes during the past year. First, Turku School of Economics started the accreditation process with AACSB, and that included the introduction of Assurance of Learning process to the whole school according to the institution's standards. Parallel to this, all BSc programmes were renewed. As a result, instead of a B.Sc. programme in International Business, we are now the proud providers of B.Sc. in International Management & Entrepreneurship together with two other disciplines (Entrepreneurship and Management & Organization). Students to this programme are selected through a separate intake, but they may choose whether they specialise in International Business, Entrepreneurship or Management & Organization. The start of this programme has been very promising, we look forward to the collaboration! Again, in 2016, we got significant help in student selection from the personnel of the Unit for Languages and Business Communication at the TSE. I wish to express my warmest thanks to them as their contribution has been invaluable. It is essential that this collaboration continues smoothly also after January 1st, 2017 when the Unit is merged to the University's Language Center.

The past year has also witnessed how the student-faculty interaction can be taken to the next level. Our student organisation, KKOY, has been very active and together with them we have been able to introduce many actions and events which



improve ours students' study experience. We have a common goal – to make IB at TSE the best IB programme in Finland, which is easy to share ☺

It is my pleasure to conclude that the faculty has carried out its activities in an exemplary manner. The past year has been very successful and it gives us firm ground on which to build on our forthcoming activities.

Niina Nummela

Professor, International Business



FACULTY PROFILES

Frederick Ahen

Postdoctoral Researcher

Frederick's research focuses on strategic corporate responsibility and sustainability related issues. He seeks to determine the socio-ethical, economic and political role of business and non-business actors in improving health institutions and governance in emerging economies. Another related stream of research focuses on how institutions constrain or enable improvements in structural determinants of health on one hand and how consumers/patients are co-protected from counterfeit medicines on the other.



Elisa Aro

Research Assistant/Doctoral Candidate

In 2016, Elisa Aro worked as Research Assistant and Doctoral Candidate at the Pan-European Institute. She worked in research projects, assisted in teaching and was responsible for a variety of administrative tasks. Elisa's main research interests include international entrepreneurship, international marketing and foreign direct investments.

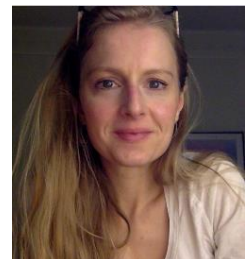


Marion Bitsch

Doctoral Candidate

Marion focuses on International Business, entrepreneurship and export promotion. She is especially interested in the co-evolution of institutions and MNEs' activities and behaviours, and how the later influence the former.

She works also as a senior adviser in International Relations for the official Export Credit Agency (ECA) Finnvera and is in charge of impact assessment issues. Her tasks emphasize the evaluation of MNEs' international development and SMEs' growth and their impact on the Finnish economy.



William Degbey

University Lecturer

William's core research interests include cross-border acquisitions, customer retention, business networks and resilience, with particular interest in the contexts of emerging economies, maritime sector and knowledge-intensive firms. He currently leads and coordinates research projects including Finnish and other international scholars on the abovementioned research areas. Presently, William teaches some of the compulsory international business (IB) courses to IB major and other students on both regular classroom and virtual bases.



Katja Einola

Doctoral Candidate

Katja studies global teams from various perspectives and by employing both qualitative and quantitative methods. Her research looks at global team inner dynamics through the lens of sensemaking, metaphors and narratives, routines-as-practice and leadership theory. She is the project manager in an international research team studying why employees invest more effort in one project rather than another in the context of investment banking.



Maria Elo

Postdoctoral Researcher Fellow

Maria Elo holds a PhD in Economics from Åbo Akademi University, Finland. She is a consultant, a visiting assistant professor in international business at George Washington University, USA, a post-doctoral researcher at Turku School of Economics, University of Turku, Finland and a Migration Fellow at the Institute of Migration, Finland. She is the founder and leader of the Diaspora Networks in International Business- research platform and the co-founder of the Migration and Diaspora Entrepreneurship Conference. Her research focuses on international business, internationalization processes, business networks, lifecycle, migration, ex- and repatriation, diaspora networks, diaspora entrepreneurship and transnational entrepreneurship.



Eini Haaja

University Lecturer

Eini Haaja is University lecturer at the Pan-European Institute (PEI). Her work consists of administrative duties, teaching, research and project planning. For instance, she is the teacher responsible for IB courses "Business Prospects in the Arctic" and "Eastern Europe and Central Asia Twenty-Five Years Later". She also works as a supervisor in Master's thesis groups. As regards Eini's research interests, she has specialized in the economic developments in the Baltic Sea and Barents Sea regions. Project business opportunities, business networks and cluster dynamics in energy and maritime sectors are of particular interest to her.



Riikka Harikkala

Doctoral Candidate

Riikka works for the EmoMA-project, assisting with data collection, analysis, and reporting. Her doctoral thesis, which concentrates on emotions and interaction during post-acquisition integration, is also closely linked to the project. Her research interests include emotion, mergers and acquisitions, and intercultural communication. In addition, she works as a co-supervisor for Master's theses, updates the IB internet and intranet pages, and is responsible for accepting apprenticeship in IB. She is also a board member and secretary of TuKKKilaiset ry.



Mélanie Hassett

Senior Fellow

Mélanie's research interests lie in international acquisitions (strategy and socio-cultural integration) and research methods, such as longitudinal research and mixed-methods. These research interests are also apparent in her teaching, such as on the advanced course International Mergers and Acquisitions. She is responsible for coordinating the Emotions in mergers and acquisitions (EmoMA), which is funded by TEKES the Finnish Funding Agency for Innovation. She also coordinates the VCIG (Value Creation in International Growth – Focus on Acquisitions and Joint Ventures) project, which is funded by the Academy of Finland. Mélanie moved to University of Sheffield in September 2016 and holds a position there as a lecturer in International Business.



Valtteri Kaartemo

University Lecturer

Valtteri's core research interests include market shaping, service research, innovation management, and international entrepreneurship. Valtteri teaches courses related to international business, innovation management, and general business simulations. He also supervises Bachelor's and Master's theses.



Elisa Kallio

Doctoral Candidate

Elisa's doctoral research focuses on exploring changing organisational schemata through organisational practices during strategic change. The research is conducted in REBUS project.



Anna Karhu

Doctoral Candidate

Anna's doctoral research focuses on the internationalization process and she is particularly interested in how institutions influence the process. In addition, Anna supervises Master's theses and is responsible for some administrative tasks.



Mari Ketolainen

Doctoral Candidate

Mari's doctoral research focuses on the development capabilities and routines in the context of strategic change. She is particularly interested in how cognition and action are intertwined in the development of organizational routines and capabilities. Mari has been also supervising bachelors' and masters' theses and coordinating course KVS54. In addition, she took care of various administrative tasks, such as matters related to visiting lecturers and research seminars.



Salla Laasonen

Postdoctoral Researcher

Salla's research interests include cross-sector interaction, corporate social responsibility, sustainable development, stakeholder dialogue, and NGOs. Salla also teaches a course on corporate social responsibility.



Henna Leino

Doctoral Candidate

Henna works as a doctoral candidate in international business. Simultaneously with doctoral studies she has worked in two different TEKES funded projects (NEMO and EmoMA), both related to emotions research. During the year 2016 she has in addition worked as a co-supervisor for Master's theses. Her key areas of research interests include: emotions and emotional value in services, customer needs, customer experience, healthcare and nursing services. In her doctoral research she studies the emotion-based needs of customers of elderly care services.



Kari Liuhto

Professor

Kari's main research interests lie in innovation activities between EU and Russia, outward direct investments of Russian corporations and energy-related issues in the Baltic Sea region. He is responsible for courses related to the Russian market economy, business in the Baltic Sea region, EU-Russian economic relations and investments in Central Eastern Europe. He is the Director of the Pan-European Institute at Turku School of Economics and the Director of Centrum Balticum.



Danijela Majdenic

Doctoral Candidate

Danijela's research relates to the phenomenon of Global Virtual Teams (GVTs). She is interested in understanding the learning process within GVTs. Apart from being a course facilitator, she has also been part of the REBUS project. Danijela is also responsible for some administrative tasks at the department of International Business.



Jonathan Van Mumford

Doctoral Candidate

Jonathan's doctoral research relates to international entrepreneurship and the emergent theory of effectuation with a particular focus on stakeholders. In 2016, Jonathan held the position of Doctoral Candidate in International Business. He supervises thesis work and teaches research methodology for Master's students.



Chau Nguyen

Doctoral Candidate

Chau Nguyen is a doctoral candidate in International Business at the Turku School of Economics, University of Turku. Her core research relates to virtual customer integration and co-creation in developing innovation. She is also interested in researching customers' insights using online approaches such as netnography, community-based innovation and data mining. She is responsible for some administrative tasks in the International Business Faculty.



Niina Nummela

Professor

Niina is the Head of IB Discipline at Turku School of Economics. Her main research interests are international entrepreneurship, internationalisation process, cross-border acquisitions, and mixed methods in IB research. She teaches on research methods and on classics in international business, marketing and management. She also supervises Master's theses and doctoral studies.



Eriikka Paavilainen-Mäntymäki

Postdoctoral Researcher, University Research Fellow

Eriikka's main research interests centre on research methodology, such as in visual, longitudinal, process and case study research, as well as in method triangulation, time and temporality in research, diary research and narratives, the internationalization and growth processes of firms, the entrepreneurial behaviour of SMEs, and the philosophy of science. Additionally, Eriikka is a lecturer on the IB YSM Qualitative Research Methods, KV4 Exports and SME Internationalization, MENY2 Philosophy of Science and the Scientific Research Process courses, and supervises Doctoral Dissertations. Eriikka is also an Adjunct Professor at the University of Vaasa.



Elina Peltö

University Lecturer

Elina's main research interests are related to FDI spillovers, business networks and cross-border M&As, especially in the context of transition economies. Elina teaches courses related to international business and marketing management as well as multinational corporations and foreign direct investment. She also teaches the basics of IB and a Business Simulation course in the Business Competence Study Module targeted to students from other faculties of the University of Turku, and supervises both Master's theses and doctoral studies.



Johanna Raitis

Post-doctoral researcher

Johanna's main research interests include culture, organizational identity, identification, corporate values and MNC management. Currently, she is working in a Tekes funded project called 'Emotions in Mergers and Acquisitions' (EmoMA). She also supervises Bachelors' Thesis groups.



Birgitta Sandberg

University Research Fellow, Adjunct Professor

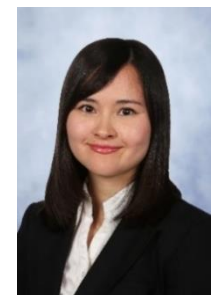
Birgitta's main research interests include emotions in innovations processes and market creation, and the development and marketing of radical innovations. She coordinates the Global Innovation Management Master's Degree Programme and teaches courses related to international business, innovation management and qualitative research methods. She also supervises Bachelor's and Master's theses and doctoral studies.



Innan Sasaki

Postdoctoral Researcher

Innan Sasaki defended her dissertation entitled: "The way to organizational longevity - Balancing stability and change in shine firms" in October 2015. In the dissertation, she examined how organization can achieve extreme longevity by studying firms that have more than 100 years of history. Her long-lasting research interests have been in organizational culture, and how it relates with the firm's local community. From empirical perspective, she has



studied mostly family firms. Her most recent research focus on history and temporality in organization studies. For example, she is interested in how past can be re-created in organizations. She teaches bachelor level courses such as: managing across cultures (in TSE), essentials of strategic management, and management simulation (in Lancaster University).

Esa Stenberg

Professor

Esa's core research interests are in the area of international politics and business. His teaching areas include Challenges of Global Business, European business and doing business in Asia-Pacific. He also supervises Master's theses and doctoral studies.



Milla Wirén

Doctoral Candidate

The backdrop of Milla's doctoral research is the global change we're verging due to the radical technological advances, socio-economic turbulence and environmental issues. Her thesis pivots around the themes of uncertainty and behavioral strategy as she explores how risk, uncertainty and ambiguity influence the perceptions of rationality, organization and firm/environment interface driving strategic action. In addition to holding a UTUGS position, she participates in teaching International Business Strategy for the master's students in the KVS1 and for the eMBA students in TSE exe, and also supervises bachelors' and master's theses.



Peter Zettinig

University Research Fellow, Adjunct Professor

Peter's main research interests lie at the crossroads of international business, strategy, management and entrepreneurship. He is involved in a number of research projects with colleagues around the world. Closely aligned with his research is teaching, where Peter is involved in courses related to international business strategy, innovation management, research design, and multinational management in our International Business programs, the Global Innovation Management program and the executive MBA program. Alongside these responsibilities Peter is actively supervising and collaborating in research work of our doctoral candidates and their associated industry projects.



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Sten-Olof Hansén, Professor Emeritus

Karin Holstius, Professor Emerita

Jussi Hätönen, Adjunct Professor, European Investment Bank

Urpo Kivikari, Professor Emeritus

Jorma Larimo, Adjunct Professor, Professor at the University of Vaasa

Sampsa Saralehto, Adjunct Professor, Helsinki Region Chamber of Commerce

Henrikki Tikkanen, Adjunct Professor, Professor at Aalto University School of Economics and Stockholm University.

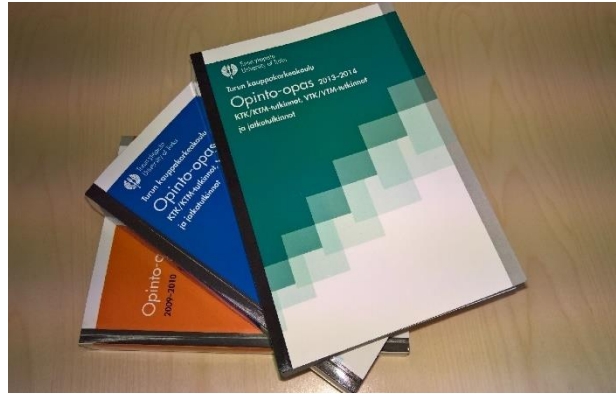
Zsuzsanna Vincze, Adjunct Professor (UTU), Associate Professor (Umeå University)

TEACHING

International Business Curriculum

The annual intake of undergraduate students majoring in International Business has been set at 50. Applicants are selected on the basis of their performance in the Finnish school matriculation examination, or equivalent, and the TSE entrance examination. Two interviews in small groups follow, one of which is conducted in Finnish, and the other, organised in co-operation with the Unit for Languages and Business Communication, in a foreign language.

The degree program aims to provide students with a sound theoretical basis and the ability to make decisions in an international context. The students learn, for instance, business strategies, foreign operations and international business management. This enables graduates to work in leading positions at global firms or to pursue research



on issues of an international nature in business. Central themes of the study program include internationalizing strategies, business management in cross-cultural settings, choice of foreign entry modes, international business relations and international mergers and acquisitions. Students may also specialise in the study of certain geographic regions, e.g. Asian markets or business in Eastern Europe.

Studies abroad are encouraged, and a majority of students majoring in International Business spend at least one academic term at one of our foreign partner universities. In 2016, over thirty courses on IB were offered in English, which accounts for more than 80 percent of all our IB courses. In addition, most theses are written in English and many prepared in seminars which are conducted in English. The fact that a large majority of the courses offered in International Business are taught in English makes them very popular with international exchange students, which in itself provides all participants with an excellent opportunity to learn to manage cultural diversity.





Most of the International Business courses are taught in English, which make them popular with international students.

IB students learn how to manage international business in today's fiercely competitive global environment. Learning takes place not only through lectures and reading but also through exercises, case discussions, presentations, written reports, virtual courses, group work and business simulations. Thus, the studies rely on active participation by the students, both individually and in smaller groups. Frequently, visiting guest lecturers bring real-life business perspectives into the classroom. The following visitors, among others, shared their knowledge with our students during 2016:



- Matti Anttonen, Under-Secretary of State, Ministry of Foreign Affairs
- Micael Blomster, Managing Director, M Blomster Consulting Oy
- Glenn Gassen, Head of Market Entry and Business Development, German-Finnish Chamber of Commerce
- Hiski Haukkala, Professor, University of Tampere
- Anu Härkönen, Consultant & Coach, Mercuri International Oy
- Sergey Ilyukhin, Head of Long term Analysis, Fortum Corporation
- Kyösti Järnefelt, Senior Advisor, Finpro
- Aki Kangasharju, Chief Economist, Nordea
- Maarit Keitanen, Consul, Consulate General of Finland in St. Petersburg
- Olessia Kozlova, Account Manager, Hasan & Partners
- Nikita Lisitsyn, Director, Seismo-Shelf Ltd., Russia
- Tapani Mylly, Communications Manager, Meyer Turku
- Andrii Olefirov, Ambassador, Embassy of Ukraine
- Tapio Pekkola, Communications Manager EU Nordic Policies, Nord Stream AG, Switzerland
- Pekka Puolakka, Managing Partner, Law Firm Sorainen, Estonia
- Alari Purju, Professor, Tallinn University of Technology, Estonia
- Seppo Remes, CEO, Kiuru Partners
- Kirsi Ruohonen, Export Manager at TeijoCon Ltd.
- Ilkka Salonen, Member of Board of Directors of various companies
- Minna Sundelin, Stakeholder Relations Manager Finland and Estonia, Nord Stream 2 AG
- Stanislav Tkachenko, Professor, St. Petersburg State University, Russia
- Jonas Wendel, Minister Counsellor, Deputy Head of Mission, Embassy of Sweden in Helsinki



Master's degree programme in Global Innovation Management

International Business Studies at TSE is the home to the Global Innovation Management Master's Degree Programme (GIM). In 2016, the eleventh cohort of



students started this very popular programme, which attracts about half of its students from all around the world. The GIM curriculum is positioned at the crossroads of International Business Studies, Innovation Management and Entrepreneurship. The aim of the programme is to transform our students into professionals who can

support firms in their internationalization and innovation endeavours by having strategic views on how an innovative activity can be commercialised in Finland and abroad. During the two-year program, we utilise a strong scientific approach that enables students to acquire deep insights into finding and preparing solutions. The national decision to introduce tuition fees for non-European students will most probably affect the number of applicants in the future, but we remain optimistic. More information can be found on our website (http://www.utu.fi/en/units/tse/units/international_business/GIM)



Turku School of Economics, where some 75 new students commence their studies in International Business annually.



Courses

TSE International Business offers courses for undergraduate, graduate and post-graduate students. Most of the courses are taught in English. Learning by doing is emphasised, and in many courses students prepare reports and work on cases in groups. More information on these and other IB courses can be found on the Internet (http://www.utu.fi/en/units/tse/units/international_business/studying/Pages/Courses.aspx). The majority of the IB courses are given in English (marked in bold in the table below).

Code	Course Title	ECTS cr
<i>BASIC AND INTERMEDIATE STUDIES</i>		
KVY	BASIC COURSE IN INTERNATIONAL BUSINESS	3
KV1	INTERNATIONAL BUSINESS MANAGEMENT	6
KV2	BUSINESS INTELLIGENCE AND THE GLOBAL BUSINESS ENVIRONMENT	4
KV3	BUSINESS MARKETING	6
KV4	EXPORTS AND SME INTERNATIONALISATION	6
KV6	MULTINATIONAL CORPORATIONS AND FOREIGN DIRECT INVESTMENT	3 or 6
KV11	INTERNATIONAL INNOVATION MANAGEMENT AS DESIGN	6
KV12	THE EU AS A BUSINESS ENVIRONMENT	3
KV14	INVESTOR RELATIONS	4
KV21	EASTERN EUROPE AND CENTRAL ASIA TWENTY YEARS LATER	3
KV22	THE RUSSIAN MARKET ECONOMY	3
KV23	BUSINESS IN THE BALTIC SEA REGION	6
KV24	INVESTMENT OPPORTUNITIES IN EASTERN EUROPE	6
KV30	MANAGING ACROSS CULTURES	2, 4 or 6
KV31	DOING BUSINESS IN ASIA-PACIFIC	6
KV32	INDIA AS A BUSINESS ENVIRONMENT	3
KV35	STRATEGIEN DER INTERNATIONALISIERUNG	2
KV90	LOCATION-SPECIFIC STUDIES	1–6
KVK	BACHELOR'S THESIS	10



ADVANCED STUDIES

KVS1	INTERNATIONAL BUSINESS STRATEGY	6
KVS2	THE QUANTITATIVE METHODS OF MARKETING RE- SEARCH	6
YSM/KV	RESEARCH PROCESS AND QUALITATIVE METHODS	6
KVS4	INTERNATIONAL MERGERS AND ACQUISITIONS	6
KVS5	MANAGING INTERNATIONAL INNOVATION DEVEL- OPMENT	6
KVS52	INNOVATIVE MARKETING AND A FIRM'S GROWTH	6
KVS53	PROJECT MANAGEMENT AND INNOVATION	6
KVS54	SPECIAL THEMES IN INNOVATION MANAGEMENT	2, 4 or 6
KVS55	DEVELOPING SERVICE BUSINESS	6
KVS56	INNOVATION, CLUSTERS AND REGIONAL DEVELOP- MENT	6
KVS57	MULTINATIONAL MANAGEMENT	2
KVS6	STRATEGY AND BUSINESS COMPETENCE	3
KVS7	BUSINESS DEVELOPMENT LABORATORY: TURNING IDEAS INTO BUSINESS	7
KVS8	INTERNATIONAL MARKETING MANAGEMENT	6
KVS9	INTERNATIONAL ENTREPRENEURSHIP	6
KVS10	THE DEVELOPMENT OF THE EU – RUSSIA ECONOMIC RELATIONS	6
KVS11	BUSINESS PROSPECTS IN THE ARCTIC	6
KVS12	THE EU AS A BUSINESS ENVIRONMENT	3
KVS13	NEW CHALLENGES OF GLOBAL BUSINESS	6
KVS17	STRATEGIC INTERNATIONAL HUMAN RESOURCE MANAGEMENT	6
KVS19	TRADE AND TRANSPORT FACILITATION	4
KVS30	LABORATORY FOR LEARNING NEW WORLD OF WORK – VIB-U STIMULATION	2
KVS90	LOCATION-SPECIFIC STUDIES	1–6
KVPG	MASTER'S THESIS	30

STUDIES ONLY FOR THE GIM PROGRAM

KVS60	RESEARCH METHODS IN INTERNATIONAL INNOVA- TION MANAGEMENT	12
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POSTGRADUATE STUDIES



The following general courses related to theoretical and methodological issues are offered in co-operation with teachers of marketing:

KVJ11	THE EVOLUTION OF INTERNATIONAL BUSINESS THEORIES	6
KVJ12	ACADEMIC ARGUMENTATION AND PRESENTATION SKILLS	2
KVJ13	THE USE OF SCIENTIFIC METHOD IN INTERNATIONAL BUSINESS	6
KVJ14	INTERNATIONAL BUSINESS AS A SCIENCE	6
KVJ15	READING THE CLASSICS	6
KVJ16	SPECIALISATION AREA	6
KVL	LICENTIATE THESIS	90
KVV	DOCTORAL THESIS	180

Doctoral students may also choose specific courses related to the topic of their dissertation. These courses are tailor-made for each student.



Student Association for International Trade

The Student Association for International Trade (KKOY) is a society for students interested in International Business, and its main task is to act as a link between the faculty members and the students. Another important goal is to bring the business world closer to the students in order to allow the learned theories to be



linked to reality. The association has seven sitting board members and more than 900 members. KKOY's most challenging annual project is ContactExpo, a recruitment and networking fair organised at the beginning of the calendar year in co-operation with KY-Kasino, the association of academic investors, the association of economics

students in Turku and Turku School of Economics. ContactExpo enables university students to network with firms' representatives. For companies, it is a forum in which to achieve high visibility among graduating students and meet potential employees. KKOY also organizes excursions both in Finland and abroad. In 2017, KKOY organised an excursion to Montevideo and Buenos Aires to visit numerous firms, universities and other stakeholder groups, including a visit to the Finland's greatest investment ever made abroad: UPM's and Kemira's factory in Fray Bentos, Uruguay.

Participation in KKOY activities enables students interested in International Business to get to know each other, and in addition to become acquainted with the faculty members and representatives of the business community. The President of the association May 2016-April 2017 was Aleksanteri Palo and from May 2017 onwards it will be Heta Pirttijärvi.



KKOY in Fray Bentos at UPM-kymmene and Kemira's mill.



RESEARCH ACTIVITIES

IB research at the Department of Marketing and International Business is pursued both at the unit of International Business and the Pan-European Institute. At the latter, European perspectives form the main focus of interest, and the institute's research concentrates on business development in the Baltic Sea Region and Eastern Europe. At the former, the research is multifaceted. The core research on International Business includes:



Innovations

International development and the launch of innovations, technology transfer to underdeveloped countries, and knowledge transfer in interfirm relationships, are the main focus of interest. These areas are further integrated into a specific Master's degree programme under the theme *Global Innovation Management* (GIM).

International Growth and Entrepreneurship

International entrepreneurship has been traditionally a strong research focus in IB, and several doctoral candidates and post doc researchers work in this field. Additionally, diverse perspectives to international growth have been nurtured at the department and also other rising themes have been identified. For example, a number of faculty members are currently studying business model renewal, value creation and virtual teams in internationally growing firms.

International Mergers and Acquisitions

Several departments at TSE engage in research on mergers and acquisitions. The IB focus rests on the integration process that takes place after a company has been bought. IB researchers are currently working on two M&A related projects: Value Creation in International Growth (funded by Academy of Finland) and Emotions in M&As (funded by Tekes).



Corporate Social Responsibility (CSR)

In line with TSE strategy, corporate social responsibility is one of the research focus areas of International Business Discipline. The theme is studied at Master's, postgraduate and post-doc levels and has been the focus of several theses. Additionally, it has been embedded in a number of research projects, although it may not be the core or focus of them.

Developments in European Economy and Business

The Pan-European Institute (PEI) observes the developments within the European economy and business across the whole continent. Its main focus is on reviewing changes both in the Baltic Sea region and in neighbouring countries of the European Union, especially Russia, Belarus, and Ukraine.

Awards

Ahen, Fredrick and Zettinig, Peter (2016) Highly Commended Paper Award from the Emerald Literati Network for the paper: what is the biggest question in CSR research?

Baba, Sofiane & Sasaki, Innan (2016) David Defeating Goliath: Institutional Work of Minority Logics in Context of Institutional Complexity. Presented at the AOM Annual meeting, California, USA. Selected as the finalist for the 2016 OMT Best Paper on Environmental and Social Practices Award for the submission to the 2016 OMT Division Academy of Management Meeting.

Johanna Raitis, Riikka Harikkala-Laihininen, Melanie Hassett and Niina Nummela received award for highly commended paper at the annual Emotions and Organizational Life conference in July 2016. The awarded paper was titled "Positive identity and emotions".

Theses

In 2016, the number of new graduates in International Business was higher than in the previous year. A total of 39 IB majors were awarded the Bachelor's degree, and 48 the Master's degree during the year.



Two doctoral dissertations in International Business were defended during 2016. William Degbey successfully defended his Doctoral dissertation “Customer retention in a cross-border acquisition: a single-case study of a knowledge-intensive firm” (2016-11-18). The dissertation was supervised by Professor Niina Nummela and Dr. Melanie Hasset. The dissertation was pre-examined by Professor Asta Salmi from Lappeenranta University of Technology and Professor Christina Öberg from Örebro University (Sweden) who was also the Opponent at the defence.

Nina Rilla successfully defended her Doctoral dissertation “In search of the interrelatedness of innovation and internationalisation processes in entrepreneurial life science companies” (2016-04-29). The dissertation was supervised by Professor Niina Nummela and Docent Birgitta Sandberg. The dissertation was pre-examined by Professor Tanja Leppäaho from University of Jyväskylä, and Professor Svante Andersson from Halmstad University, who was also the Opponent at the defence.



Nina Rilla with her supervisor professor Niina Nummela and opponent professor Svante Andersson.

Doctoral dissertations

Degbey, William Yao	Customer retention in a cross-border acquisition: a single-case study of a knowledge-intensive firm
Rilla, Nina	In search of the interrelatedness of innovation and internationalisation processes in entrepreneurial life science companies



Master's theses

Asfaw Gezahegn Dawit	Linked interests based collaboration between MNC-NGOs in the context of low in-come developing countries
Doan Thi Ha	The role of social media in attitudinal loyalty creation
Garvey Bernard	Key factors in U.S. Government support of business internationalization in Finland Case: U.S. Embassy in Helsinki
Gerritsen Niina	The role of emotions in value creation for families in pediatric health care
Graham Alex	The role of formal institutions on the longevity of family-owned businesses in Finland
Grigoryeva Svetlana	Design thinking framework of experience innovation
Hakala Miikka	Integrating corporate brands in cross-border acquisitions: Serial acquirer focus
Helle Niko	Business networks in e-commerce internationalization – Two Finnish Companies Targeting Russia
Hemilä Tuomas	Kaupallinen due diligence - selvitys osana yritysostoa
Hirvonen Tuuli	Opportunity meets uncertainty. Towards sustainable business in the Arctic region. Internal resources and international entry strategies
Hämäläinen Juha	The serviced apartment context
Jalanne Joel	A Drop of Success – Internationalization Readiness of a Young Finnish Company
Jokinen Sofia	Internal communication during an organizational change: An ethnographic case study
Jylhä Hanne-Lotte	Institutional environment in North Korea: market structure and overcoming institutional voids
Kallio Toni	Managing Finnish-Russian Business Relationships and Networks During Conflicts



Kankare Kasper	Liikeriskit ja riskinhallinta Ukrainan kriisissä vuonna 2014 – Tapaustutkimus eräästä suomalaisesta yrityksestä
Karinen Matti	Legitimacy Through Constructive Engagement: An Institutional Pressure Perspective to Primary Sector MNE Social Sustainability in the Republic of Liberia
Kozlova Olessia	Key factors affecting purchase intention in Russian online context
Lehesjoki Johanna	Poliittisten riskien hallinta suomalaisissa elintarvikealan yrityksissä - Venäjän 2014 asettaman tuontikiellon vaikutukset
Liimatta Laura	Mobile marketing process of an international event – Case: Falun2015 FIS Nordic World Ski Championships
Lund-Kovanen Kia	Facilitating corporate entrepreneurial behavior: A study of corporate entrepreneurial behavior in corporate banking
Lyaruu Conrad	Strategic Management of Resources for International Business Operations in Small Consulting Firms - People, Processes and Tools in Managing International operations.
Mostafa Md Showkat	The Impact of Foreign Direct Investment Inflows on the Economic Growth of Bangladesh: The Roles of Infrastructural Facilities
Muli David	The role of dynamic capabilities in the internationalization of medium sized Finnish manufacturing firms - A case for Sormat Oy
Männistö Jaakko	Brazilian foreign direct investment in Africa – In search of natural resources and diplomatic power
Niinimaa Martti	Finland as a business environment for international e-commerce - The role of transport service providers in enabling international small enterprise e-commerce



Niittylä Anna	The Formation Of Internationalization Strategies Within The Construction Industry: Vision and Strategy
Nokelainen Elina	The Influence of Informational and Emotional Advertising Appeals on Advertising Effectiveness – Consumers’ Perspective on the Over-the-Counter Product Advertisements in Finland
Nordberg-Davies Sini	A service perspective to digital innovation: exploring the emergence of autonomous shipping
Näsi Niklas	Children of Matter: Luxury Value Perceptions of Millennials in Higher Education in Europe
Pak Yekaterina	Stress and international entrepreneurship – The dark side of international entrepreneurship
Pekki Anna	FDI spillovers in Russia: YIT in the Russian construction market
Pollari Mari	Consumer’s purchase intention of ethical fashion. Examining beliefs about fashion industry and attitudes towards ethical fashion.
Puro Iida	The art of building trust via e-communication channels: Post-acquisition integration as a special context
Purovesi Riikka	International Money Laundering and Its Prevention in the Banking Sector
Rantala Valtteri	Crowdfunding as a new funding alternative for early stage start-ups
Romppanen Iiro	Narrative transportation in global brand content. Content analysis of Cannes Lion grand prix winners in film category
Rousku Mysi	Brasilialainen kuluttaminen 2000-luvulla – Keskiluokkaistumisen kautta kohti kestävämpää kuluttamista?
Siddique Muhammad Hamza	The marketing of social enterprises: Understanding the concepts of marketing and market orientation of social enterprises within the context of Pakistani market



Suominen Laura	Meaningfulness as a driver for employee engagement CSR perspective in a multinational company
Torkkola Tiina	Kommunikaatio-ongelmat tilaus-toimitusketjun rajapinnoissa
Tuomi Aliisa	The role of social customer service in online service business: An exploratory case study on Wolt
Tuominen Mira	Political environment and business development in the arctic - Strategic opportunities and threats for Finnish companies
Warro Roope	Professional service productization and its implications to knowledge transfer in internationalization processes – Case: Company X in Finnish, Swedish and Norwegian markets
Weber Konsta	The role of public export promotion in Finland. Industry view of public export promotion in Southwest Finland
Vi Thi Hoai Oanh	Turning consumers into partners: creating opportunities for business model innovation in retailing
Virtanen Michèle-Martina	Bicultural individuals as workforce in Australian MNCs
Åhman Sonja	Suomalaiset ekspatriaatit Kiinassa

Bachelor's theses

Elomaa Taneli	Vaikuttavuuden rakentaminen - Yliopistojen tutkimustoiminnan yhteiskunnallinen vaikuttavuus osana kansallista innovaatiojärjestelmää
Enala Frans	Increasing brand awareness through sports sponsorships - Examining Red Bull, Rolex and UNICEF
Garvey Bernard	U.S. Government support of business internationalization in Finland
Gerritsen Niina	Connecting emotions to value creation in pediatric health care



Goyal Minna	Intellectual property environment in China - Conflicts between intellectual property laws and the sociocultural environment
Haavisto Tommi	Muutosviestintä kansainvälisen organisaation virtuaalitiimeissä - Muutosprosessin edistäminen tehokkaiden virtuaalitiimien ja laadukkaan viestinnän avulla
Heino Konsta	Size is key - A study of economies of scale in sea transportation and the challenges they create from a customer viewpoint. Case: Sandvik Mining and Construction Oy
Hellberg Jenni	Ethical fashion - Consumer motivation and company approach
Hyvätti Emilia	Evolution of organizational culture in mergers and acquisitions
Iliev Veera	Luovuus innovaatioiden mahdollistajana organisaatiossa
Isolahti Emilia	Expatriates' roles and their status in Japanese business culture
Kallio Toni	Managing Finnish-Russian Business Relationships and Networks during Conflicts
Kangas Santeri	The effects which innovation causes to exporting
Keinänen Jenni	Eco-Labels as tools of stakeholder dialogue: A wine industry perspective
Kim Maria	Ekspatriaatio ja repatriaatio - Ekspatriaattien kulttuurisopeutuminen
Koppanen Jyri	Competition analysis of Chinese high-technology companies
Kosonen Paavo	Public support for SME internationalization in Finland
Kupila Maria	The impact of the current workplace model on interoffice communication - An evaluation and empirical research regarding the open office layout, virtual communication and work time flexibility



Leino Aleksi	A company's human resources management in international mergers and acquisitions: Roles and responsibilities of the HR function before an M&A
Lund-Kovanen Kia	Facilitating corporate entrepreneurial behavior
Mahmoud Mohamed Moustafa	Attractiveness of solar power - Country profile of Egypt
Merta Juuso	The energy transition - Germany's transition into the first completely renewable energy based economy
Mostafa Md Showkat	The Impact of Foreign Direct Investment Inflows on the Economic Growth of Bangladesh: The Roles of Infrastructural Facilities
Nieminen Jussi	Chinese foreign direct investments in Sub-Saharan Africa
Nordberg-Davies Sini	A service perspective to digital innovation
Pusa Lasse	International casino industry clusters
Raitosola Tiina	The impact of social media in international mass event marketing
Räsänen Roosa	Simple metrics in sustainability of datacenters - A consumer's point of view
Salojoki Erika	The impact of foreign direct investment on development in least developed countries
Sarkanen Marianne	The benefits of social media marketing for SMEs in international context
Silvennoinen Marianne	The effects of perceived motives and communication on a proactive corporate social responsibility strategy
Tarun Kazi Saifuddin	From value creation to co-creation
Tiainen Piia	Ethical issues in developing global purchasing: The adoption of ethical issues into the global purchasing strategies and supplier sourcing
Tihaja Laura	Koillisvälä - uusi mahdollinen merireitti. Katsaus reitin hyötyihin ja haasteisiin



Uoti Maija	Challenges and opportunities in social customer service - Electronic word-of-mouth, virality, and social customer expectations
Varrela Lauri	Factors affecting the performance of mergers and acquisitions in the automotive industry
Wendelin Ville	Cross-border e-commerce in Europe: From European SME perspective
Wendelin Olli	Prerequisites and barriers of internationalization in e-commerce: From Finnish retail SMEs perspective
Vuorenvirta Kristian	Micro level motives and macro level factors behind mergers and acquisitions

Research projects

The number of collaborative research projects has continued to increase. Many of these involve international co-operation. A short presentation of the main research projects in which the faculty of International Business has involved is below.

EmoMA (Emotions in M&A – managing emotions in mergers and acquisitions)

This research project investigates emotions in cross-border M&As through four carefully selected working packages, which are presented below.

WP1: Emotions in global virtual world - How are emotions constructed in different cultures? How to deal with emotions in the virtual world?

WP2: Emotional dialogue and conflicts in international M&As/divestitures - How can emotional conflicts be identified and solved in cross-cultural context

WP3: Emotional value in international M&As/divestitures - What is the emotional value in international M&As/divestiture?

WP4: Emotional competence in international M&As/divestitures - What entails emotion competence in international M&As/divestiture?

The research is a two year research project (2015-2016) funded by the TEKES the Finnish Funding Agency for Innovation. Contact persons at Turku School of Economics are Niina Nummela and Johanna Raitis.



Emotions in innovation processes

The study aims to analyse the individual and group level emotions and emotional conflicts arising throughout an innovation process. The research focuses especially on the changes in emotions as the innovation process proceeds, and emotions as an advantage or hindrance to an innovation process. The research is a joint endeavour between Birgitta Sandberg, Leena Aarikka-Stenroos (Tampere University of Technology) and Ilkka Kettunen (Savonia University of Applied Sciences).

Emotions in the integration process after a corporate acquisition

The research analyses the various kinds of emotion and emotional conflict that arise within an acquired company in a corporate acquisition, and how emotions change as the integration process advances. The research is a joint endeavour between Birgitta Sandberg, Mélanie Hassett and Noelia-Sarah Reynolds (University of Essex).

Entrepreneurial internationalization, learning and networking

What enables recently founded firms to successfully develop their international business? What is the role of knowledge in such processes? How do relational ties to established firms emerge? How are stakeholder commitments negotiated? What is the role of public institutions and public finance? How do such firms balance their current economic needs with potentially massive future opportunities? And what becomes of such firms in the long run? These are just some of the questions considered in this research program, which is conducted by Peter Zettinig, Sascha Fuerst, Petr Berdyshev, Marion Bitsch and Jonathan Van Mumford.



Family Business Internationalization Process

The focus in this project is to study the theorizing opportunities from the family-business internationalization process to entrepreneurship, international business and management research. By nature FBs are long-enduring and emphasize conti-

nuity, which is demonstrated e.g. in the form of change of generation, socio-emotional wealth and family involvement in strategizing and networking. However, in their research longitudinal, processual and historical methods are still scarcely applied. The project employs literature review and case studies as the main approaches and the goal is to provide theoretical, managerial and methodological contribution. Contact persons: University Research Fellow (TSE) Eriikka Paavilainen-Mäntymäki, Professor Tanja Leppäaho and MSc Jaakko Metsola from University of Jyväskylä,

Internationally scalable business from digitality (DigiPro) – Focus on digital project management solution

The productivity and internationalization of Finnish SMEs are two factors that are critical for the future of Finnish national economy. Utilizing digitalization to enhance both of these is at the heart of this project. The project is based on the participating companies' need to explore and develop project management solutions that utilize Internet of Things (IoT) and to develop internationally scalable business concept to commercialize the solutions internationally.

The main objective of the project is to examine and to develop the knowledge and capabilities of Finnish SMEs for developing internationally scalable business models and thus to commercialize digital solutions internationally.

DigiPro is a joint project of two research institutions and four Finnish SMEs. All six organizations cooperate closely throughout the duration of the project and the parallel projects proceed according to jointly agreed timeline. The project proceeds in iterative cycles in spirit of agile methods. The contact person is Taina Eriksson.

Learning from business simulation games

This project focuses on the various aspects of students' learning resulting from business simulation games. The project has to date contributed to the methods of evaluating students' cognitive learning outcomes during a simulation game. The results have been published in the Journal of Simulation & Gaming. The project is a joint endeavour between Elina Peltö (IB) and Timo Lainema, and Lauri-Matti Palmunen from the Department of Management at TSE.



Longitudinal research in IB

The project on philosophy of time in the internationalization process of firms together with Senior Fellow (TSE), Lecturer (University of Sheffield, UK) Mélanie Hassett, Professor, University Lecturer Leila Hurmerinta and University Research Fellow (TSE) Eriikka Paavilainen-Mäntymäki reached one milestone when the article titled TEMPUS FUGIT: A Hermeneutic Approach to the Internationalisation Process was accepted and published in Management International Review in December 2016. The first version of the article was submitted to the review in Autumn 2013. The project is still ongoing with new papers in progress.

Mergers and Acquisitions to and from India (MATAFI)

This is an international research project combining researchers from Finland, Sweden and UK. The researchers in this project are Professor Nina Nummela (TSE), Professor Duncan Angwin (Lancaster University, previously Oxford Brookes University), University Research Fellow Peter Zettinig (TSE), Associate Professor Zsuzsanna Vincze (University of Umeå), Dr. Uma Urs (Oxford Brookes University) and post-doctoral researcher Melanie Hassett (TSE).



The research project has received funding from the Foundation for Economic Education. The research project focuses on analyzing mergers and acquisitions (M&A) to and from India, why are Indian M&A successful, what are the characteristics of Indian M&As and what can we learn from companies who have acquired in India. By combining knowledge and research from researchers in Finland, Sweden and UK, all working on research involving Indian M&A, the researchers aim to increase our understanding on Indian M&As through cross-case analysis”.

Multiple team membership - What drives employee commitment to competing demands?

This study addresses the important question of what factors influence an individual’s dedication when she or he is a member in multiple teams having to reconcile competing demands. We employ an innovative ‘upside-down’ research design using a three-way moderated multi-level model to examine team, project and indi-



vidual factors influencing commitment. The research is an international collaborative project between Katja Einola, Peter Zettinig, Kristiina Mäkelä (Aalto university), Olli-Pekka Kauppila (Aalto university) and Christina Butler (Kingston university).

Opportunities in negative emotions

The aim of the project is to clarify how the negative and conflict emotions, affecting the customer interface, can be utilised to create business. The goal is to create a theoretically grounded, yet a practically utilisable, model of the connection of negative and conflict emotions arising in the customer interface, and the innovation process of a company. Here innovation refers to new products, services and business models, bringing added value to both customers and the company. The research is a joint endeavour between Birgitta Sandberg, Leila Hurmerinta, and Henna Leino.

The project is a part of NEMO – Business Value from Negative Emotions research project – funded by Tekes. Turku University of Applied Sciences and Tampere Technical University are also a part of the NEMO project with their related research projects.

Organisation and the Management of Global Virtual Teams

This research program is conducted by Peter Zettinig, Danijela Majdenic and Majid Aleem at UTU and collaborates with colleagues from Monash University, Australia, Uppsala University, Sweden, and Aalto University, Finland. The program strives to learn about global virtual teams and how different phenomena related to organization, management, leadership and cross-cultural questions relate to this increasingly deployed organizational form. The results of this ongoing research project aim to provide managers with better insights showing how such organizations can be run efficiently and effectively.



Organisational Routines, Identity and the Purpose of the Firm

In this research project, we try to identify the mechanisms leading to organisational change and the stability of the firm. Focusing on issues related to community, emotions, organisational identity and the purpose and strategic objectives of firms, we conduct international comparative and in-depth research on these phenomena and how they facilitate the long term survival of the firm. This research is conducted by Birgitta Sandberg, Innan Sasaki and Peter Zettinig.

Processes in Marketing and International Entrepreneurship: Markets-as-Play-Doh

The research project focuses on understanding how markets are created and shaped by various market actors in different contexts. The project aims at understanding the processes on a theoretical level to contribute to research as well as providing important practical insight on how companies can create, change and maintain institutions that support their vision and mission. The project is led by Valtteri Kaartemo with collaborators from the Turku School of Economics as well as international research partners. In 2016, the project was funded by the Foundation for Economic Education (Liikesivistysrahasto) and Turun kauppaseuran säätiö, which enabled a 4-month research visit at Wilfrid Laurier University, Waterloo, Canada, and collaboration with Professor Nicole Coviello.

REBUS program

The REBUS program aims at making scientific breakthroughs in the area of networks and business ecosystems. The program challenges the participating firms to take major leaps in developing these practices as well as fundamentally change their underlying mindsets of managerial behaviour. The particular focus is on those relational business practices that are needed to act as a member in as well as to take advantage of various networks. Big organizational innovations are rather paradigmatic changes in managerial thinking and organizational behavior than small-scale breakthrough innovations with high speed of diffusion. As results of the new research-based practices the REBUS program aims to create a collection of verified relational business practices that are proven in practice and shown to be advantageous in terms of innovation, growth and efficiency for networked firms. The industrial sectors within the REBUS program are in particular within transportation and energy systems. These two sectors are globally the most investment-intensive areas in the coming years and are at the core of the interest of Finnish present



and future industry. Contact persons: Peter Zettinig, Valtteri Kaartemo, Elisa Kallio, and Danijela Majdenic.

Roots Project

The Roots-project was commenced in September 2015 by Johanna Raitis, Innan Sasaki (Lancaster University and TSE) and Niina Nummela. The research project puts forward that companies' ability to prosper, grow, and develop its business in long-term is influenced by its social competences and responsibility. We propose that for this purpose, companies need fundamental values and identities – roots – that keep them grounded on their core beliefs and norms. We define roots as company's source and foundation for sustainable growth and prosperity. The deeper the roots are, the stronger the company is, and the more prepared they are for sustainable growth. Further, the roots keep the company grounded firmly on its core values and identity, providing it with strong, solid ground for extending its' branches. In an ideal case, the roots extend beyond the organizational boundaries and become intertwined with the larger society, both at home and away. Our main research question is: How can the roots be used to realize sustainable businesses in long term?

Is business really only about money, here and now? The tempo in today's globalizing world has been accelerating, and both in research and society speed is considered a virtue. ROOTS is a research project, which challenges this line of thought and argues that a more long-term perspective is needed to build sustainable business. We propose that for this purpose, companies need fundamental values and identities – roots – that keep them grounded on their core beliefs and norms. The deeper the roots are, the stronger the company is, and the more prepared they are for sustainable growth. In an ideal case, the roots extend beyond the organizational boundaries and become intertwined with the larger society, both at home and away.

Software Internationalization

The focus in this project is to unravel the role the actual nature and characteristics of software plays in the company strategizing and decision-making within its internationalization process. Complexity theory, accompanied by e.g. value chain, entry modes and outsourcing literature form the theoretical basis of the study. The project aims to fill the gap in showing, how software plays an essential and yet understudied role in the strategic decision-making of software companies. Contact persons: University Research Fellow (TSE) Eriikka Paavilainen-Mäntymäki, Senior Lecturer Arto Ojala from University of Jyväskylä, Associate Professor Ning Su



from Ivey Business School, Canada, and Professor Kalle Lyytinen from Case Western University, Ohio.

Upside-down: Competing Priorities in Managerial Teams

Collaboration between researchers from the University of Turku (Peter Zettinig and Katja Einola), Aalto University and Kingston University Business School (UK) investigates the factors influencing individual and team performances in project teams in international settings. The research aims to unveil how different settings and activities of team members, working in investment banking, affect the devotion and commitment to different projects taking place at the same time.

Value Creation in International Growth (VCIG)

This research project aims to promote understanding of value creation in international growth from the perspective of cross-border acquisitions and joint ventures. The aim can be further divided into the following sub-questions:

1. How can value creation be measured/assessed in acquisitions and joint ventures?
2. What is the role of internal factors in value creation?
3. What is the role of external factors in value creation?

The research questions are approached through four sub-projects that focus on (1) effective control strategies and conflict management, (2) trust, (3) culture and cultural integration, and (4) managerial capabilities in value creation. The research team comprises researchers from Turku School of Economics/University of Turku and the University of Vaasa. The project has received funding from the Academy of Finland for 2011–2016. Contact persons at Turku School of Economics are Nina Nummela and William Degbey.



Dissertations in progress

In addition to the research projects listed above, there are a number of doctoral projects ongoing within International Business.

Aleem, Majid	Relationship development in Global Virtual Teams (GVTs) overtime
Aro, Elisa	Born global enterprises within the e-business: A case study exploring why born globals withdraw from international markets shortly after expansion
Berdyshev, Petr	The Value of Social Capital in firms' Internationalization
Bitsch, Marion	Investigating effects and measuring effectiveness of public finance on internationalisation processes of small and medium-sized enterprises
Cao, Qing	Intellectual property management for foreign firms engaged in cross-border collaborations in China
Cristiano, Alberto Gonzalez	Knowledge Transfer in Product Development – The Case of Freelancers in the Cultural and Creative Industries
Einola, Katja	Making sense of successful global teams
Fuerst, Sascha	Entrepreneurial internationalization: A process perspective
Galvis, Isabel	The role of dynamic capabilities for knowledge building from outcome assessment of the social innovation process
Haaja, Eini	Collective international opportunity recognition – A case study of Finnish maritime company networks exploring business opportunities in the Norwegian and Russian Arctic
Harikkala-Laihin, Riikka	Employee emotions and quality of interaction in intercultural integration
Kallio, Elisa	Strategising and transforming organisational schemata - A Practice perspective



Karhu, Anna	Co-evolution of Multinational Enterprise and Institutional Environment: Pharmaceutical Industry Context
Ketolainen, Mari	In cognition and in action: development of routines and capabilities in the context of strategic change
Laine, Markus	Understanding sub-national location decisions of multinational enterprises
Leino, Henna	The emotion-based needs of secondary customers of elderly care services
Majdenic, Danijela	Learning in Global Virtual Teams
Mumford, Jonathan	Intersubjectivity in International Opportunity Creation
Pham, Nguyen	Virtual customer integration in product innovation development: process and strategy perspectives
Siniagina, Mariia	Knowledge management, information security and interorganizational trust in international strategic alliances.
Sufyan, Muhammad	Formation and utilization of international entrepreneurial cognition for opportunity development across borders among born global founders
Wiren, Milla	Strategizing in the new normal - behavioral strategy in the realms of risk, uncertainty and ambiguity

Participation in conferences, seminars and workshops

Academy of Marketing Conference (AM2016) Newcastle Business School, Northumbria University, UK, July 4-7, 2016.

The 43rd Annual Conference of Academy of International Business (AIB), UK and Ireland Chapter, at Birkbeck, University of London, UK, 7.4.-9.4.2016

Africa Academy of Management 3rd Biennial Conference, Strathmore Business School, Nairobi, Kenya, January 5-10, 2016.

The 42nd Annual Conference of the European International Business Academy (EIBA). WU Vienna, Austria, 4-6th December, 2016

The 11th Annual INGRoup conference, Radisson Blue Royal Hotel, Helsinki, Finland, 4-6th July, 2016

The 76th Annual Meeting of the Academy of Management, Anaheim, CA, USA, August 5-9, 2016

The 10th Emotions and Organizational Life conference, Rome, Italy, July 4-5 2016

Ethno Days 2016 Conference, Special track and workshop on Entrepreneurship and Ethnology, 17-18.3.2016 (track co-chair), Turku, Finland

The 17th European Conference on Knowledge Management (ECKM 2016), at The University of Ulster, Northern Ireland, 1st - 2nd September 2016

The 32nd European Group of Organization Studies (EGOS) Colloquium conference, Naples, Italy. July 7-9, 2016.

Forum on Markets and Marketing, June 13-16, Venice, Italy.

The 1st Global Entrepreneurship Development Centre (GEDC) Conference. New Frontiers in International Entrepreneurship: Research and Practice. Kingston University, London, 5-7 October 2016.

The Global Innovation and Knowledge Academy Conference, Valencia, April 2016, Valencia, Spain.

The 2nd International Conference on Migration and Diaspora Entrepreneurship, Bremen, Germany, November 28-29, 2016

International Entrepreneurship Workshop 2016, 20-21.5.2016, Odense, Denmark

The 8th International Symposium on Process Organization Studies, Corfu Holiday Palace, Corfu, Greece, 16-18th June, 2016

The KATAJA FIGSIB Doctoral Tutorial in International Business, Turku, 17-18.10.2016.



Nordic Workshop on Transnational Entrepreneurship, 18-19 May 2016, University of Southern Denmark, Odense, Denmark (co-organizer)

Nordic Workshop on Transnational Entrepreneurship, 23-26 October 2016, Linnaeus University, Kalmar, Sweden (co-organizer)

The 11th Organization Studies Workshop, Mykonos, Greece, 19-21 May 2016

Priorities and Challenges, North American conference of Cedimes institute, Plattsburgh, USA, September 1-2, 2016

The Riga Conference 2016, Riga, Latvia, 28-29 October 2016

SMEs internationalisation Workshop - Small but with Global Potential, Oxford Brookes University, Oxford, UK, 21.-23.9.2016

SMEs internationalisation Workshop - Small but with Global Potential, Oxford Brookes University, Oxford, UK, September 21.-23., 2016

Surukonferessi, University of Tampere, 21.-22.4.2016

Unleashing Creative Talent in Finland Think Tank, Helsinki, 9th of June 2016

PUBLICATIONS

Articles in refereed journals and books or book chapters

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Rilla, Nina (2016) In search of the interrelatedness of innovation and internationalisation processes in entrepreneurial life science companies. Doctoral Dissertation (Monograph) of Turku School of Economics, University of Turku, Finland. *Annales Universitatis Turkuensis E 7*

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Conference papers and poster presentations

Alfoldi, E. A. – Hassett, M.E. (2016) Context and contextualization in IB research. 43rd Annual Conference AIB UKI 2016, Birkbeck, University of London, London, UK, 7.-9. April 2016.

Baba, S. – Sasaki, I. (2016) David Defeating Goliath: Institutional Work of Minority Logics in Context of Institutional Complexity. Presented at the AOM Annual meeting, California, USA. Selected as the finalist for the 2016 OMT Best Paper on Environmental and Social Practices Award for the submission to the 2016 OMT Division Academy of Management Meeting.

Cristiano, A. G. (2016) Knowledge Conversion by Freelancers in the Field of Cultural and Creative Industries. The 17th European Conference on Knowledge Management (ECKM 2016), at The University of Ulster, Northern Ireland, 1.-2. September 2016

Degbey, W. Y. – Palmunen, L.M. (2016) Multilevel understanding of critical success factors in M&A. Proceedings of 42nd European International Business Academy (EIBA) Conference, Vienna, Austria, 2.-4. December 2016

Einola, K. (2016) Successful or not? Global virtual teams as enacted environments. In: The Eighth International Symposium on Process Organization Studies, Corfu Holiday Palace, Corfu, Greece, 16.-18. June, 2016

Einola, K. (2016) Multiple team membership: What drives employee commitment to competing demands? In: The 11th Annual INGRoup conference, Radisson Blue Royal Hotel, Helsinki, Finland, 4.-6. July, 2016

Einola, K. – Zettinig, P. – Berry, M (2016) Design for learning: How to become an international business strategist? 42nd Annual Conference of the European International Business Academy. WU Vienna, Austria, 4.-6. December, 2016

Ellis, K. M – Degbey, William Y. (2016) Toward a better understanding of M&A activity on the African continent: Major trends and some theoretical considerations. Proceedings of Africa Academy of Management 3rd Biennial Conference, Strathmore Business School, Nairobi, Kenya, January 5-10, 2016.

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Elo, M. (2016), Central Asian economy and diaspora roles in economic development, 2nd International Conference on Migration and Diaspora Entrepreneurship, 28-29.11.2016

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Harikkala-Laihinén, R. – Hassett, M. – Raitis, J. – Nummela, N. (2016) Cultural integration through value socialisation following cross-border M&As, Proceedings of the 42nd EIBA conference, Vienna, Austria, 2-4 December.

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Torkkeli, L. – Fuerst, S. (2016). The impact of the institutional environment on international entrepreneurship performance in Colombia. First GEDC Conference. New Frontiers in International Entrepreneurship: Research and Practice. Kingston University, London. 5-7 October 2016



Vincze, Z. – Hassett, M. – Nummela, N. – Zettinig, P. (2016) Challenges, competitive advantages and opportunities of M&As from India - Overcoming liability of foreignness. 42nd European International Business Academy (EIBA), Vienna, 2.12.-4.12.2016.

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Aro, E. (2016) Russian knowledge-driven investments in Finland, in Baltic Rim Economies 6/2016 (19.12.2016), Pan-European Institute, Turku School of Economics, University of Turku.

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Einola, Katja (2016) A confession of an addict. International Business at TSE blog, May 2016
<https://blogit.utu.fi/internationalbusiness/>

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<https://emotionsinacquisitions.wordpress.com/category/emotional-labour/>

Harikkala-Laihin, Riikka & Raitis, Johanna (2016) Greetings from Rome! Emotions in M&As blog, July 2016
<https://emotionsinacquisitions.wordpress.com/>



Harikkala-Laihin, Riikka (2016) You're hot and you're cold: The difficulty of recognizing emotions, Emotions in M&As blog, May 2016
<https://emotionsinacquisitions.wordpress.com/>

Harikkala-Laihin, Riikka (2016) Kulttuurienvälinen dialogi, Emotions in M&As blog, January 2016
<https://emotionsinacquisitions.wordpress.com/>

Harikkala-Laihin, Riikka (2016) From freshman to faculty, International Business at TSE blog, May 2016
<http://blogit.utu.fi/internationalbusiness/>

Leino, Henna (2016) "Nuori - näkymätön asiakas?" Blog writing (in Finnish) on the website of the NEMO project. NEMO - Business Value from Negative Emotions, project funded by the Finnish Funding Agency for Technology and Innovation (Tekes).

Leino, Henna (2016) "Oreos or cream crackers?" Blog writing on the website of the EmoMA project. EmoMA - Emotions in Mergers and Acquisitions, project funded by the Finnish Funding Agency for Technology and Innovation (Tekes).

Nummela, Niina (2016) Kun on tunteet – sinun ja minun tunteet, Emotions in M&As blog, August 2016
<https://emotionsinacquisitions.wordpress.com/>

Nummela, Niina (2016) Organisaatioilla on norsun muisti, Emotions in M&As blog, May 2016
<https://emotionsinacquisitions.wordpress.com/>

Raitis, Johanna (2016) Arvot, yhteisöllisyys ja pitkän aikavälin menestys, Liikesivistysrahaston stipendi-blogi, kesäkuu 2016
<http://www.lsr.fi/stipendiblogi/2016/06/02/arvot-yhteisollisyys-ja-pitkan-ai-kavalin-menestys/#more-280>

Raitis, Johanna (2016) Jujutsusta ja liike-elämän (positiivisista) muutoksista, Emotions in M&As blog, lokakuu 2016
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Raitis, Johanna (2016) Organizational identity, Emotions in M&As blog, February 2016
<https://emotionsinacquisitions.wordpress.com/>

Wirén, Milla (2016) As a scholar of International Business, what should I think of Trump? November 2016
<https://blogit.utu.fi/internationalbusiness/>



OTHER ACTIVITIES

International collaboration

In addition to numerous academic research projects that involve international co-operation, the faculty members of International Business were involved in other types of international collaboration during 2016. These include an education development project in Russia as well as international teacher and researcher visits. The international collaboration activities are described briefly below.



International teacher and researcher visits

During 2016, a number of IB faculty members spent longer periods abroad as visiting researchers. For instance, Peter Zettinig was visiting professor at St Petersburg State University of Finance and Economics (UNECON) in Russia; at University of Tartu, Estonia; at Umeå University, Sweden, and at Singapore Maritime Institute & NTU Singapore & etc, Singapore.

In addition, several faculty members visited foreign countries to attend various conferences, for data collection, research projects, expert visits and other research or teaching purposes. For instance, Valtteri Kaartemo was at research visit at Wilfrid Laurier University, Waterloo, Canada, and Mari Ketolainen was at University of Sydney, Australia. Additionally, Peter Zettinig was a keynote speaker at University of Latvia, Riga at the conference plenary session.

Niina Nummela visited a number of universities; University College of Southeast Norway (Norway), University of Uppsala and University of Umeå in Sweden, Wirtschaftsuniversität Wien (Austria), University of Tartu (Estonia) and NTNU, Norway NUI Galway in Ireland. She also acted as an external advisor for NOKUT in Norway. Innan Sasaki has been teaching in Japan at University of Kyoto and at Shizuoka University of Art and Culture.

The degree of international collaboration on the part of the IB faculty members is also demonstrated by the number of international visitors to Turku School of Economics. In 2016, the department had the pleasure of hosting, for example, the following international visitors:



- Sascha Fuerst, visitor from EAFIT Medellin Columbia
- Professor Stanislav Tkachenko, visitor from St. Petersburg State University, Russia
- Professor Alari Purju, visitor from Tallinn University of Technology, Estonia
- Nikita Lisitsyn, Director of Seismo-Shelf Ltd., Russia
- Pekka Puolakka, Managing Partner at Law Firm Sorainen, Estonia
- Andrii Olefirov, Ambassador from Embassy of Ukraine
- Tapio Pekkola, Communications Manager EU Nordic Policies at Nord Stream AG, Switzerland
- Jonas Wendel, Minister Counsellor from Embassy of Sweden in Helsinki
- Glenn Gassen, Head of Market Entry and Business Development at German-Finnish Chamber of Commerce
- Maarit Keitanen, Consul at Consulate General of Finland in St. Petersburg
- Professor Ulf Holm, visitor from Uppsala University, Sweden
- Professor Christina Öberg, visitor from University of Örebro, Sweden
- Professor Dr. Mike Geppert, visitor from Friedrich-Schiller-Universität Jena
- Eva Schlindwein, visitor from Friedrich-Schiller-Universität Jena
- Professor Svante Andersson, visitor from Halmstad University, Sweden
- Professor Sylvie Chetty, visitor from University of Otago, New Zealand
- Ilkka Salonen, Member of Board of Directors of various companies
- Hiski Haukkala, Professor, University of Tampere
- Sergey Ilyukhin, Head of Long term Analysis, Fortum Corporation
- Matti Anttonen, Under-Secretary of State, Ministry of Foreign Affairs
- Seppo Remes, CEO, Kiuru Partners
- Aki Kangasharju, Chief Economist, Nordea
- Minna Sundelin, Stakeholder Relations Manager Finland and Estonia, Nord Stream 2 AG
- Micael Blomster, Managing Director, M Blomster Consulting Oy
- Kyösti Järnefelt, Senior Advisor, Finpro
- Tapani Mylly, Communications Manager, Meyer Turku



Administration

The members of the International Business program actively participated in the administration of the University. Our administrative duties included several positions within various boards, committees and working groups at both Turku School of Economics and the University of Turku in 2016. For instance, *Niina Nummela* was a Vice Dean responsible for Quality & International Relations, a member of the Council of Turku School of Economics, a member of the Education Committee for the University of Turku Graduate School (UTUGS), a vice-member of the Degree Committee of the University of Turku and a Vice-Head of the Department of Marketing and International Business. *Birgitta Sandberg* was the Head of the Student Selection Committee, member of the Committee for Research and Doctoral Studies, member of the Steering Group for International Master Programmes (all in TSE). *Peter Zettinig* was a member of the TSE eMBA program board and the University of Turku Steering Committee for Internationalization, *Elina Pelto* was a member of the University Collegiate Council of the University of Turku, and *Eriikka Paavilainen-Mäntymäki* was a member of the selection committee for the best Master's Thesis at TSE. *Valtteri Kaartemo* was a member of the Entrepreneurship Guild of University of Turku, Management Board, and a member of the teacher's pedagogical studies preparatory group of University of Turku.

Professional and community relations

Close relations with the community ensure that our research and teaching respond to the current needs and requirements of society. Consequently, our faculty members are active in a variety of fields. The following illustrates their wide range of activities.

Frederick Ahen

Reviewer for international scientific and scholarly journals: International Business Review; Foresight, The journal of future studies, strategic thinking and policy; European Management Journal; Business Ethics Quarterly; Corporate Communications: An International Journal; Journal of Business Ethics; International Journal of Emerging Markets; and Journal of Corporative Organisation Management

William Degbey

Member of Academy of International Business (AIB-UKI) (2012–to date)
Member of European International Business Academy (EIBA) (2012–to date)
Member of European Group for Organizational Studies (EGOS) (2014–2016)



Invited Discussant to the New Doctoral Students' Welcome Event by Secretary of the Committee for Research and Doctoral Studies, TSE (October, 2016)

Member of Dean of TSE special invitation to participate in International Think Tank event on 'Unleashing the Creative Talent in Finland' – Organized by TSE and New York University Stern Business School in Helsinki (June, 2016)

Reviewer for journals: Group and Organization Management, International Marketing Review, Technological Forecasting and Social Change, The International Journal of Human Resource Management, Management Research Review

Maria Elo

Editor special issues for American Journal of Entrepreneurship, Journal of International Entrepreneurship, International Journal of Entrepreneurship and Small Business, and Transnational Entrepreneurship

Organizer of conferences and workshops: Diaspora networks in International Business- Interdisciplinary Challenges, 1st Global Conference - Diaspora Business, Diaspora and internationalization, The 1st International Conference on Migration and Diaspora Entrepreneurship (MDE).

Reviewer for Industrial Marketing Management (IMM), European Management Journal (EMJ), International Journal of Entrepreneurship and Small Business (IJESB), Journal of Entrepreneurship, Management and Innovation (JEMI), Entrepreneurial Business and Economics Review (EBER), Journal of Competence-Based Strategic Management (JCSM), Special issue co-editor/reviewer American Journal of Entrepreneurship (AJE).

Melanie Hassett

Occasional reviewer in: International Journal of Entrepreneurship and Small Business 2016, European Management Journal 2016, and European Journal of International Management 2016.

Kari Liuhto

Expert, Parliament of Finland, The Committee of the Future "From Russia-related future reports to a Russia-foresight system" (9.11.2016)

Expert, Parliament of Finland, The Committee of the Future "Russia falling slowly but steadily into an economic crisis without a reform" (18.5.2016)

Member of editorial board: The Journal of East-West Business, Journal for East European Management Studies, Mirovaya Ekonomika i Mezhdunarodniye Otnosheniya, and Journal of Business Economics and Management

Member of editorial council: Baltic Region

Member of scientific council: Review of International Comparative Management

Occasional reviewer: Cambridge Review of International Affairs, European Journal of International Management, Journal of International Business Studies, International Journal of Emerging Markets, Journal of World Business, Journal of Business Research, Transnational Corporations - United Nations, Journal of Baltic Studies, Journal of Macromarketing, The Finnish Review of East European Studies, Fennia: International journal of geography, EBS Review, Acta Societatis Martensis, Demokratizatsya, Columbia FDI Profiles, University of Columbia, Columbia FDI Perspectives, University of Columbia, International Marketing Review, Europe-Asia Studies, Post-Communist Economies, and Review of Policy Research

Valtteri Kaartemo

Head of Research, Masar Smart Energy

Anna Karhu

A member of the board of the University of Turku Researchers, Teachers and Lecturers (TURTLE)

Niina Nummela

Invited member of the evaluation panel of the Riksbankens Jubileumsfond (Sweden's leading grant offering foundation in the humanities and social sciences) for program applications

Country representative for Finland in the Board of European International Business Academy (EIBA) for 2011–2016

Involved in a number of evaluation processes for professorships and doctoral theses both in Finland and overseas. Assessing research applications for funding both in Finland and overseas.

Member of the Editorial Review Board of Journal of International Business Studies and Editorial Board of International Small Business Journal. Occasional reviewer for several international journals including e.g. International Business Review, Long Range Planning, Management International Review, Journal of International Entrepreneurship, International Small Business Journal and International Marketing Review. Additionally reviewing for the most international IB conferences.

Eriikka Paavilainen-Mäntymäki

Member of the Journal of International Business Studies Editorial Review Board (November 1, 2016-), reviewer in the journal Industrial Marketing Management



Elina Peltö

Union steward and a member of the board of the University of Turku Researchers, Teachers and Lecturers (TURTLE)

Member of the editorial board of Tieteentekijä – the University of Turku Researchers, Teachers and Lecturers (TURTLE) e-magazine

Representative of the University of Turku at the general meeting of the Finnish Union of University Researchers and Teachers (FUURT)

Johanna Raitis

Reviewer for Qualitative Research in Organizations and Management and International Journal of Emerging Markets.

Reviewer for European International Business Academy conference and Academy of Management Annual meeting.

Chair at European International Business Academy conference.

Coordinator of Pulmaperjantai, a service targeted for firms in need of assistance in their international business operations and processes.

Birgitta Sandberg

Member of the Editorial Advisory Board of Journal of Research in Interactive Marketing

Reviewer for the research projects for the Czech Science Foundation and for the Social Sciences and Humanities Research Council of Canada.

Occasional reviewer for Industrial Marketing Management, Journal of Product Innovation Management and European Journal of Innovation Management.

Innan Sasaki

Ad-hoc reviewer of Entrepreneurship & Regional Development since December 2016, Organization Studies since December, 2016, and the International Business Review since March 2016.

Milla Wirén

Board Member - Merikratos Oy (National child welfare company)

Board Member - Hallituspartnerit Turku ry (SME board member's association)

Board Member - Great Minds Oy (management consultancy)

Peter Zettinig

Editorial Board Member – Review of International Business and Strategy; Editorial Advisory Board Member – Finnish Business Review.

Reviews for International Journal of Human Resource Management; Review of International Business and Strategy; Management International Review; European Management Journal; Human Relations; Journal of International Management

