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# CURRICULUM VITAE

Academic Background – Publications – Merits



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## 1 SUMMARY

### 1.1 PERSONAL INFORMATION

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eMail	helena.forsman@hforsman.com
Skype	h.forsman
www	www.hforsman.com www.uta.fi
Nationality	Finnish
Marital status	Married, 2 sons



### 1.2 ACADEMIC BACKGROUND

Doctor of Science (Engineering and Technology Management). 2005.  
Engineering and Technology Management, Lappeenranta University of Technology, Finland.

Licentiate in Technology. 2001.  
Industrial Management, Quality Management and ICT, Helsinki University of Technology, Finland. (Instituto Superior Technico, Lisboa, Portugal, 1995 - 96).

Master of Science (Economics). 1987.  
University of Oulu, Finland.

Pedagogical Qualification for Teaching. 1990.  
Haaga-Helia (formerly SLK), School of Vocational Teacher Education, Helsinki, Finland.

### 1.3 EXPERTISE

- ✓ Academic multidisciplinary background (Management + Economics + ICT)
- ✓ In-depth knowledge of the latest research on Innovation Management and Business Development in the context of small business
- ✓ Significant track record in high quality research and income generation
- ✓ Productive author of academic publications
- ✓ Strong international links with academic and professional bodies
- ✓ Long experience in Project Management (~10 years)
- ✓ Solid background in regional development activities for fostering knowledge transfer, innovation and entrepreneurship
- ✓ Valuable knowledge and experience of creating Virtual Learning solutions for educational and business organisations
- ✓ Good know-how of external funding instruments to obtain support for R&D-challenges, e.g. 7th Framework Programmes, TACIS, ESF, ERDF
- ✓ Excellent ICT-skills

## 2 LIST OF PUBLICATIONS - - -

### 2.1 PEER-REVIEWED JOURNAL ARTICLES

- Forsman, H. & Daniels, C. 2014. Multiple Growth Trajectories for Small Established Firms. (Forthcoming, under review).
- Forsman, H. & Temel, S. 2014. From a Non-Innovator to a High Innovation Performer: Networking as a Driver. (Forthcoming, under review).
- [1] Forsman, H., Temel, S. & Uotila, M. 2013. Towards Sustainable Competitiveness: Comparison of the Successful and Unsuccessful Eco-Innovators. *International Journal of Innovation Management*, 17(3). ISSN 1363-9196.
- [2] Forsman H. 2013. Environmental Innovations as a Source of Competitive Advantage or Vice Versa? *Business Strategy and the Environment* (In Press). ISSN 1099-0836.
- [3] Forsman, H. 2011. Innovation Capacity and Innovation Development in Small Enterprises. A Comparison Between the Manufacturing and Service Sectors. *Research Policy*, Vol. 40, No. 5, pp. 739-750. ISSN 0048-7333.
- [4] Forsman, H. & Rantanen, H. 2011. Editorial: Measuring the Impact of Service Innovations on Performance. Guest Editor of the Special Issue of *International Journal of Services Technology and Management*. ISSN 1460-6720.
- [5] Forsman, H. & Temel, S. 2011. Innovation and Business Performance in Small Enterprises. An enterprise-level analysis. *International Journal of Innovation Management*, Vol. 15, No. 3, pp. 641-665. ISSN 1363-9196.
- [6] Forsman, H. & Rantanen, H. 2011. Small Enterprises as Innovators. A Comparison within Manufacturing and Service Sectors. *European Journal of Innovation Management*, Vol. 14, No. 1, pp. 27-50. ISSN 1460-1060.
- [7] Forsman, H. & Annala U. 2011. Small Enterprises as Innovators. The Shift from a Low Performer to a High Performer. *International Journal of Technology Management*, Vol. 56, No. 2/3/4, pp.154-171. ISSN 1741-5276.
- [8] Forsman, H. 2011. Innovation Performance, Innovation Capacity and Growth in Small Enterprises: an Enterprise-Level Analysis. In *Proceedings of the 6<sup>th</sup> ECIE Conference*, 15-16 September, Aberdeen, UK. ISBN 978-1-908272-15-7 (CD).
- [9] Forsman, H. 2009. Balancing Capability Building for Radical and Incremental Innovations. *International Journal of Innovation Management*, Vol. 13, No. 4, pp. 501-520. ISSN 1363-9196.
- [10] Forsman, H. 2009. From Occasional Improvements Towards a Flow of Innovations. In Braet, J. (Ed): *Proceedings of the 4<sup>th</sup> European Conference on Entrepreneurship and Innovation*, Antwerp, 10.-11.9.2009. ISBN 978-906638-42-9.
- [11] Forsman, H. & Annala, U. 2009. Small Enterprises as Innovators. Shift From a Low Performer to a High Performer. In *Proceedings of the 10<sup>th</sup> CINet Conference*, Continuous Innovation Network, Brisbane, 4.-8.9.2009. ISBN 978-90-77360-12-5.
- [12] Forsman, H. 2009. Innovation Capabilities of Small Enterprises. A Cluster Strategy as a Tool. *International Journal of Innovation Management*, Vol. 13, No. 2. pp. 221-243. ISSN 1363-9196.
- [13] Forsman, H. 2008. Business Development Success in SMEs: A Case Study Approach. *Journal of Small Business and Enterprise Development*, Vol. 15, No. 3, pp. 606 – 622. ISSN 1462-6004.
- [14] Forsman, H. 2007. InnoMarathon as a Tool for Fostering Front-End Innovation Process in SMEs. Evidence from Collaboration Between Small Enterprises and Students. In *Proceedings of the Finpin 2006 Conference*. ISBN 978-951-827-042-6.

## 2.2 ARTICLES IN BOOKS

- [15] Forsman, H. & Temel, S 2014. Measuring for Innovation. In Gupta, P. & Trusko, B. (Eds), *Global Innovation Science Handbook*, New York, USA: McGraw-Hill.
- [16] Forsman, H. 2010. Linking Innovation and Learning. Student Teams as Innovation Developers of Small Enterprises. In book: Joutsenvirta, T. and Myyry, L. (eds), *Blended Learning in Finland*, pp. 180-198, University of Helsinki. ISBN 978-952-10-5943-8.
- [17] Forsman, H. 2009. Fostering Front-End Innovation Process in SMEs. Case Study of SME – Student Team Collaboration. In Publication: *Inter-ICSB*, Washington: International Council of Small Business (ICSB), pp. 52-71. ISBN 978-0-9819028-1-4.
- [18] Forsman, H. 2003. Post-Graduate Students as Change Agents. In Book: *Ammattikorkeakoulujen jatkotutkinto – lähtökohdat ja haasteet*, Ed. Eila Okkonen. HAMK, pp. 98-108. ISBN 951-784-211- 2. (in Finnish).
- [19] Forsman, H. 1993. Learning through Enterprise Simulations. In Book: *Yrittäväksi koulussa – kasvatusta yrittäjyyteen*. Helsinki. Kirjayhtymä (Opetushallitus), pp. 55-58. ISBN 951-26-3868-1. (in Finnish).

## 2.3 PAPERS IN CONFERENCE PROCEEDINGS

- [20] Forsman, H. 2013. Innovations for Sustainable Growth or Vice Versa? In Quinones, Z, Orenge Serra, K.L. & Gracia, E.G. (Eds.), *Proceedings of the 58th World Conference of the International Council for Small Business*. 978-1-908272-15-7.
- [21] Forsman, H. 2013. Innovation for Sustainable Growth - or for Keeping the Present Position. In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds), *Proceedings of the XXIV ISPIM Conference, Innovating in Global Markets: Challenges for Sustainable Growth*, Helsinki, 16-19 June, 2013. ISBN 978-952-265-421-2.
- [22] Forsman, H., Temel, S. & Uotila, M. 2012. Eco-Innovators Balancing between the Success and Failure Cycle of Competitiveness. In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds), *Proceedings of the 5<sup>th</sup> ISPIM Symposium, Stimulating Innovation: Challenges for Management, Science & Technology*, Soul, 9-12 December, 2012. ISBN 978-952-265-317-8.
- [23] Forsman, H. 2012. A Viewpoint: The Relationship between Innovation, Property Rights and Growth. *Proceedings of the 4<sup>th</sup> International Summit of Istanbul Economists*. Keynote, Istanbul, 8 October 2012.
- [24] Forsman, H. 2012. Managing Innovations for Competitive Advantage or Vice Versa? *Proceedings of the XXIII ISPIM Conference, Action for Innovation*, Barcelona, 17-20 June 2012. Nominated for the Knut Holt Best Paper Award. ISBN 978-952-265-243-0.
- [25] Forsman, H. & Lowman, M. 2011. Dynamics of Innovation: Comparing Fast-Growing and Fast-Declining Enterprises. *Proceedings of the XXII ISPIM Conference*, 12-15 June 2011 Hamburg, Germany. ISBN 978-952-265-092-4.
- [26] Forsman, H. & Temel, S. 2010. Innovation and Business Performance in Small Enterprises. In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds) *Proceedings of the 3<sup>rd</sup> ISPIM Symposium*, Quebec, Canada, 12-15 December 2010. Nominated for The Knut Holt Best Paper Award. ISBN 978-952-265-004-7.
- [27] Forsman, H. & Temel, S. 2010. Networking as an Accelerator of Innovations in Small Enterprises. Fact of Fiction? In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds.) *Proceedings of the XXI ISPIM Conference, The Dynamics of Innovation*, Bilbao, 6-9 June 2010. ISBN 978-952-214-926-8.
- [28] Forsman, H. & Rantanen, H. 2010. The Relationship between Innovation Capacity and Developed Innovation Types in Small Enterprises. *Conference Proceedings of the 55<sup>th</sup> ICSB World Conference*, Ohio, 24-27 June 2010. ISBN 978-0-9819028-2-1.
- [29] Forsman, H. 2009. Small Enterprises as a Source of Recovery. Towards High Innovation Performers in Manufacturing and Service Industries. In Huizingh, K.R.E., Conn, S., Torkkeli, M. and Bitran, I. (Eds.) *Proceedings of the 2<sup>nd</sup> ISPIM Innovation Symposium, Stimulating Recovery. The Role of Innovation Management*, ISPIM Symposium, 6-9 December 2009, New York. ISBN 978-952-214-864-3.

- [30] Annala, U., Forsman, H., Pekkola, S., Ukko, J. & Rantanen, H. 2009. Designing A Performance Measurement System for a Pioneering Company: A case study. *Proceedings of the 5<sup>th</sup> Conference on Performance Measurement and Management Control*, Nice, 23–25 September 2009.
- [31] Forsman, H. 2009. Balancing Capability Building for Radical and Incremental Innovations. In Huizingh, K.R.E., Torkkeli, M., Conn, S. & Bitran, I. (Eds.): *Proceedings of the ISPIM Future of Innovation Conference*, Vienna, 21–24 June 2009. ISBN 978-952-214-767-7.
- [32] Forsman, H. 2009. Linking Innovation and Learning. Student Teams as Innovation Developers of Small Enterprises. A paper presented in the Blended Learning Seminar, 5–6 March 2009, University of Helsinki.
- [33] Forsman, H. 2008. Improving Innovation Capabilities of Small Enterprises. Cluster Strategy as a Tool. In Huizingh, K.R.E., Torkkeli, M., Conn, S. & Bitran, I. (Eds.): *Proceedings of the 1<sup>st</sup> ISPIM Innovation Symposium Singapore*, 14–17 December 2008. ISBN 978-952-214-665-6.
- [34] Forsman, H. 2008. Developing Capacity for Innovating – Emphasis on Analysis or on Discovery? Case Study of Students’ Abilities to Innovate in SME-University Collaboration. *Conference Proceedings, RENT XXII Conference*, Covilha, Portugal, 20–21 November 2008. ISBN 978-989-654-001-2.
- [35] Forsman, H. 2008. Fostering Front-End Innovation Process in SMEs. Case Study of SME – Student Team Collaboration. *Conference Proceedings, the 53<sup>rd</sup> ICSB World Conference* in Halifax 22–25 June 2008. ISBN 978-0-9736502-2-8.
- [36] Forsman, H. 2008. Perceptions of an Entrepreneurial University That Provides a Fertile Ground for Entrepreneurship Education. *Conference Proceedings, the 53<sup>rd</sup> ICSB World Conference* in Halifax 22–25 June 2008. ISBN 978-0-9736502-2-8.
- [37] Forsman, H. 2008. Entrepreneurial University in Focus. *Conference Proceedings of the 15<sup>th</sup> Nordic Conference on Small Business Research*, 21–23 May 2008, Tallinn, Estonia. ISBN 978-9949-430-18-5.
- [38] Forsman, H. 2006. Fostering Front-End Innovation Process in SMEs. Concept of SME-University Collaboration. Presented in the 14<sup>th</sup> Nordic Conference on Small Business Research in Stockholm 11–13 May 2006.
- [39] Forsman, H. 2004. Success Dimensions of Business Development Projects in SMEs. *Proceedings of the Rent XVIII Conference* in Copenhagen 24–26 November 2004. ISBN 87-91181-83-6.

## 2.4 MONOGRAPHS

- [40] Forsman, H. (Forthcoming 2014). *Small Firms as Innovators*. London: Imperial College Press.
- [41] Forsman, H. 2013. *From Innovations towards Sustained Growth in Smaller Firms*. Research Report to be used as a contribution to the publication: Technology and Innovation 2014. Geneva: United Nations Conference on Trade and Development (UNCTAD).
- [42] Forsman, H. 2009. *SMEs as Innovators*. Research Report. Lappeenranta University of Technology. ISBN 978-952-214-740-0. (in Finnish).
- [43] Forsman, H. 2001. *From Knowledge to Competitiveness. The Impact of Keko-Development Project on the Business of the Partnering Firm*. Employment and Economic Development Centre of Uusimaa. Helsinki, No. 4. ISBN 952-5359-03-4. (in Finnish).

## 2.5 ACADEMIC THESES

- [44] Forsman, H. 2005. *Business Development Efforts and Performance Improvements in SMEs. Case Study of Business Development Projects Implemented in SMES*. Doctoral Dissertation. Lappeenranta University of Technology. Acta Universitatis Lappeenrantaensis 209. ISBN 952-214-043-0 and 952-214-045-7 (PDF).

- [45] Forsman, H. 2001. *From Knowledge to Competitiveness*. Licentiate's Thesis. Helsinki University of Technology, Department of Industrial Management. (In Finnish).

## 2.6 PROFESSIONAL PUBLICATIONS

- [46] Forsman, H. 2012. Helsinki Inspires to Innovate: Embedding Design in Life. *The ISPIM Magazine*, 1/2012. Available at: <http://magazine.ispim.org/>.
- [47] Forsman, H. 2012. Discussion on Innovations Demands Shaking. *Helsingin Sanomat*. ISSN 0355-2047. (in Finnish).
- [48] Forsman, H. 2010. The Relationship between Innovation and Growth is Complex. *Kaupalehti*, 4.11.2010. ISSN 0451-5560. (in Finnish).
- [49] Forsman, H. 2010. Growth is not the Most Important Goal of Small Firms. *Helsingin Sanomat*. 27.2.2010. ISSN 0355-2047. (in Finnish).
- [50] Forsman, H. 2008. Fostering Entrepreneurship Demand Entrepreneurial Mind. *Helsingin Sanomat*, 27.6.2008. ISSN 0355-2047. (in Finnish).
- [51] Forsman, H. 2007. Students with Entrepreneurial Intentions Need More Support. *Helsingin Sanomat*, 3.9.2007. ISSN 0355-2047. (in Finnish).
- [52] Forsman, H. 2006. Top Know-How as a Source of Competitiveness in SMEs. *Helsingin Sanomat*, 8.11.2006. ISSN 0355-2047. (in Finnish).
- [53] Forsman, H. 2006. Where Do All Innovators Hide? Column. *Louaislappi*. ISSN 1456-4336. (in Finnish).
- [54] Forsman, H. 2006. In the Cross Waves of Creativity. Column. *Louaislappi*. ISSN 1456-4336. (in Finnish).
- [55] Forsman, H. 2005. Business Development Projects as a Challenge of SMEs. *Ekonomilehti*, No. 6/05. ISSN 0783-26-13. (in Finnish).

## 3 ACADEMIC RECOGNITION

### 3.1 INVITED PRESENTATIONS

Invited Speaker at the 9th INSME Annual Conference organised by the International Network for Small and Medium Sized Enterprises. Presentation: "*Managing the Innovation Economy: Challenges and Opportunities for SMEs*". 22.5.2013, Izmir, Turkey.

Invited Member for the Expert Group on Promoting Innovation Policies for Enterprise Development (Trade and Innovation Report 2013). UNCTAD, Division for Technology and Logistics, United Nations Conference on Trade and Development.

Invited Speaker at the Service Innovation Seminar organised by the Service Sector Employers PALTA. Presentation: '*Perspectives to International Innovation Research*'. Audience: The representatives of Service Sector firms, Federation of Finnish Industries, Ministry of Employment and the Economy, the Research Institute of the Finnish Economy ETLA and the Finnish Funding Agency for Technology and Innovation TEKES. 16.1.2013, Helsinki, Finland.

Invited Speaker at the Autumn Meeting of The Finnish Science Park Association TEKEL. Presentation: '*From Innovations to Growth or from Growth to Innovations?*' Audience: The representatives of research institutes and intermediary organisations supporting the creation, growth and internationalisation of technology-intensive business firms. 28.11.2012, Helsinki, Finland.

Invited Speaker at the Seminar from Creativity to Innovations. Presentation: '*When and How Innovation is Beneficial?*' Audience: The representatives of intermediary organisations responsible for the design and implementation of regional innovation strategies. 8.11.2012, Tampere, Finland.

Key Note Speaker at the 4<sup>th</sup> Summit of Istanbul Economists. Presentation: '*The Relationship between Innovation, Property Rights and Growth*', Audience: Conference delegates. 8.10.2012, Istanbul, Turkey.

Invited Speaker at Medical Device Congress 2012, '*Creating Competitive Advantage through Innovations*', Audience: The representatives of the Medical Device Cluster firms, 29.9.2012, Cesme, Turkey.

Key Note Speaker at the Regional Development Event. Presentation: '*Towards Profitable Growth*', Audience: Representatives of intermediary organisations, entrepreneurs and business experts responsible for the design and implementation of the regional innovation strategy. 23.8.2011, Jämsä, Jämsek Oy, Finland.

Invited Speaker for the Innoventurer Programme, '*Open Innovation as a Challenge of Small Firms*'. Audience: Representatives of intermediary organisations, 16.3.2011, University of Helsinki, Finland.

Invited Speaker at the 3<sup>rd</sup> International Finpin Conference 2010 Innovation and Entrepreneurship in Universities, '*Y*', Audience: Conference delegates. 28.4.2010, Joensuu, Finland.

### 3.2 LINKS WITH ACADEMIC BODIES

The International Society for Professional Innovation Management (ISPIM)

- Member of the Scientific Panel, Reviewer, Session Chair and Round-Table Facilitator of Conferences
- Editor of The ISPIM Magazine and The ISPIM Watch

The International Council of Small Business (ICSB)

- Reviewer and Session Chair of the ICSB World Conferences

European Conference of Innovation and Entrepreneurship (ECIE)

- Committee Member and Reviewer of Conferences, MiniTrack Chair

Continuous Innovation Network (CINet)

- A Reviewer of Conference Papers

Combi 2010 Conference, Contemporary Views on Business: Partnering for the Future

- Reviewer

Journal of Small Business Management (JSBM)

- Member of the Editorial Reviewer Board

International Journal of Services Technology and Management (IJSTM)

- Guest Editor of the Special Issue on Measuring the Impact of Service Innovations on Performance

Research Policy

- Reviewer of Manuscripts

Technovation

- Reviewer of Manuscripts

Journal of Business Research

- Reviewer of Manuscripts

Journal of Management Education (JME)

- Reviewer of Manuscripts

European Journal of Innovation Management (EJIM)

- Reviewer of Manuscripts

International Journal of Innovation Management (IJIM)

- Reviewer of Manuscripts

Journal of Creativity and Innovation Management (CIM)

- Reviewer of Manuscripts

The Service Industries Journal (CIM)

- Reviewer of Manuscripts



### 3.3 AWARDS AND RECOGNITION

Shortlisted for The Knut Holt Award for the Best Paper, 2012  
International Society of Professional Innovation Management, ISPIM Conference in Barcelona, Spain, June 2012

Shortlisted for The Knut Holt Award for the Best Paper, 2010  
International Society of Professional Innovation Management, Symposium in Quebec, Canada, December 2010

Honorary Recognised Teacher at the University of Liverpool, Management School, 2008-2010

Member of the team awarded by the Unesco Prize of the Use of ICT in Education 2006

### 3.4 PERSONAL RESEARCH GRANTS

- 2012 Otto Malm Foundation, 10 000 €  
*From Green Innovations to Sustainable Competitiveness in SMEs*
- 2010 The Finnish Association of Private Entrepreneurs, 20 000 €  
*Networking as an Accelerator on Innovations in Small Enterprises*
- Research Foundation of Lappeenranta University of Technology, 2 365 €  
*Innovation Capacity and Developed Innovation Types in Small Enterprises*
- Foundation for Economic Education, 12 000 €  
*Small Enterprises as Innovators. From Occasional Improvements Towards a Flow of Innovations. Part II.*
- 2009 Finnish Cultural Foundation, Päijät-Häme Regional fund, 9 000 €  
*From Occasional Improvements Towards a Flow of Innovations. Part I.*
- Research Foundation of Lappeenranta University of Technology, 2 700 €  
*Small Enterprises as Innovators. Shift From a Low Performer to a High Performer.*
- Foundation for Economic Education, 1 500 €  
*Balancing Capability Building for Radical and Incremental Innovations.*
- 2008 The Finnish Association of Private Entrepreneurs, 15 000 €  
*Innovation Capabilities of Small Enterprises.*
- Foundation for Economic Education, 2 400 €  
*Fostering Front-End Innovation Process in SMEs.*
- Research Foundation of Lappeenranta University of Technology, 1 000 €  
*Improving Innovation Capabilities of Small Enterprises. Cluster Strategy as a Tool.*
- 2006 The Finnish Association of Non-Fiction Writers, 1 500 €,  
*Small Business Development.*
- 2005 Research Foundation of Lappeenranta University of Technology, 9 000 €,  
*Award for Doctoral Dissertation.*
- 2004 Finnish Foundation for Technology Promotion, 4 000 €  
*Business Development in SMEs.*
- Research Foundation of Lappeenranta University of Technology, 10 000 €.   
*Business Development Success in SMEs.*

## 5 CAREER HISTORY

<b>Professor in Business Management</b> University of Tampere, School of Management (Fixed-term contract)	<b>15.08.2012 – continues</b>
<b>Consultant for United Nations Conference of Trade and Development</b> (Part-time project)	<b>14.08.2013 -</b>
<b>Reader in Innovation and Entrepreneurship</b> University of Winchester, Winchester Business School (Readership Promotion 1.7.2011)	<b>07.02.2011 – 31.07.2012</b>
<b>Senior Researcher + Honorary Recognised Teacher</b>	<b>01.02.2008 – 31.12.2010</b>
<u>Senior Researcher</u> Lappeenranta University of Technology, (0.2–0.4 FTE) Awarded by personal grants (0.6–1.0 FTE)	01.04.2008 – 30.06.2010 01.02.2008 – 31.12.2010
<u>Honorary Recognised Teacher</u> Online Instructor/Dissertation Adviser University of Liverpool, Management School (Self-employment status with Laureate Online Education)	01.11.2008 – 31.12.2010
<b>Research Manager</b> Lahti University of Applied Sciences, Innovation Centre	<b>06.11.2006 - 16.02.2008</b>
<b>Researcher + Teaching positions</b>	<b>01.01.2000 – 31.07.2006</b>
<u>Researcher</u> Awarded by personal grants/funding (0.2–1.0 FTE)	01.01.2000 – 31.07.2006
<u>Principal Lecturer/Head of Master Programme</u> Kemi-Tornio University of Applied Sciences Espoo Vantaa Institute of Technology Lahti University of Applied Sciences	01.08.2005 – 13.11.2006 01.08.2003 – 31.07.2004 03.05.2002 - 31.07.2003
<b>Partner and Project Manager</b> Sim-Net Ltd and several clients Responsible for a numerous of R&D projects, such as the ramp up of business and knowledge centres, R&D departments and business incubation activities	<b>01.08.1994 - 30.06.2000</b>

## 6 TEACHING PORTFOLIO

### 6.1 LEARNING PHILOSOPHY

I am fully committed to student-centred pedagogy, the utilisation of entrepreneurial learning concepts as well as to the creation of environments which facilitate learning. The student is in a key-role as an actor while I act as a facilitator and a supporter. I believe that this approach develops each student's abilities, self-efficacy and entrepreneurial mind to deal with the challenges of the ever-changing world. I also understand the power of networking and thus, in order to enhance students' future opportunities, I try to provide them with access to enterprises, other organisations as well as to entrepreneurial networks.

While adopting this learning philosophy, I have improved my capabilities and flexibility to shift between the different roles of a facilitator: an instructor, a coach, a mentor, a moderator, a partner and a teacher.

### 6.2 TEACHING EXPERIENCE

#### Postgraduate Studies (MSc, MBA)

University of Tampere  
Professor in Business Management  
14.8.2012 - continues

- Research Seminar
- Business Competence
- Responsible Management Case Course

University of Winchester  
Reader in Innovation and Entrepreneurship  
7.2.2011 – 31.7.2012

- Enterprise and Small Business Management
- Research Methods

University of Liverpool, Management School/Laureate Online Education,  
Online Instructor/Honorary Recognised Teacher  
1.11.2008 – 31.12.2010

- Strategic Management Modules

Principal Lecturer and Head of Master Programme  
Lahti University of Applied Sciences  
3.5.2002 – 31.7.2003

- Management and Business Development Courses

#### Undergraduate Studies (BBA and BE)

University of Tampere  
Professor in Business Management  
14.8.2012 - continues

- Business Ethics

University of Winchester  
Reader in Innovation and Entrepreneurship  
7.2.2011 – 31.7.2012

- Creativity and Innovation Management,
- Entrepreneurship
- Entrepreneurship in Action
- Strategic Management
- Researching Contemporary Management Issues

Principal Lecturer and Lecturer at the Universities of Applied Sciences  
Several shorter periods, 2001 - 2006

Management and Business Studies Courses, e.g. Entrepreneurship, Performance Management, Business Development, Industrial Management and Project Management.

### 6.3 INSTRUCTION AND LEADERSHIP

University of Tampere  
Professor in Business Management

Instruction:  
MSc in Management Dissertation  
PhD Dissertation Instruction  
Opponent and Reviewer of PhD  
Dissertation

Leadership:  
Feasibility Studies in  
▪ Entrepreneurship Education  
▪ International Master Programme  
in Business Competence

University of Winchester  
Reader in Innovation and Entrepreneurship  
7.2.2011 - continues

Instruction:  
MSc and MBA Dissertation  
Supervisor in Management topics  
BBA Dissertation/Final Year Project  
Supervision in Management topics

Leadership:  
Enterprise Network, cf. Project  
Portfolio

University of Liverpool, Management  
School/Laureate Online Education,  
Online Instructor/Honorary Recognised Teacher  
1.11.2008 – 31.12.2010

Instruction:  
MSc and MBA Dissertation  
Supervisor in Management topics

Lahti University of Applied Sciences  
Research Manager  
6.11.2006 – 16.2.2008

Leadership:  
Head of RD activities for Business  
and Technology, cf. Project portfolio

Principal Lecturer  
3.5.2002 – 31.7.2003

Instruction:  
MBA Dissertation Supervisor

Leadership:  
Head of Master Programme

### 6.4 PROJECT COLLABORATION AND STUDY PROGRAMME DEVELOPMENT

#### Responsibilities for Developing New Entrepreneurial Learning Solutions

Winchester E-Network Learning Labs	The creation of the InnoLab, BusinessLab and Investor Readiness Lab concepts in which the student teams help the host firms by screening new fresh ideas, analysing market opportunities, creating new inventions and providing assistance for developing a Business Plan.
Project Manager of the Perfect Hit Project, 2006-2008	A nationwide innovation competition based on SME-university-student team collaboration and project-based learning.
Project Manager of the InnoMarathon Project, 2005-2006	A regional innovation competition concept for fostering front-end innovation process in SMEs. The concept combined innovation challenges of SMEs to serve as learning challenges of university students.

Head of Master Programme on Entrepreneurship and Small Business Development 2002 - 2003	The design and implementation of new Master Programme resting on work-based learning and industry-academia collaboration.
Project Manager of Sense, Enterprise simulation, Media Research Centre, etc. 1998-2001	The design and implementation of several entrepreneurial concepts based on the utilisation of real world business problems as learning challenges.
Project Manager of Information Society Centre 1997-1998	The design and ramp up of a business and knowledge centre. One outcome of this project was a department of Nokia Research Centre which provides to young mathematically talented students an opportunity to study and learn while working in Nokia R&D activities.

### **Responsibilities for Developing New Virtual Learning Solutions**

Coordinator of the 7th Framework Proposal Process Virtual Gateway 2007-2008.	Virtual Learning concept based on University-SME Collaboration: Consortium consisted of five European universities, two polytechnics and two enterprise clusters.
Project Manager of the Perfect Hit project 2007-2008	The design and implementation of virtual final for the Perfect Hit Innovation Competition, The concept includes both asynchronous and synchronous virtual environments and processes for the competition.
Team Leader of the eTeacher of the Future project 2005-2006	The project produced a virtual solution for thesis process based on industry-university collaboration (The sub-solution of educational concept awarded by UNESCO prize 2006).

### **6.5 PEDAGOGICAL QUALIFICATION**

Pedagogical Qualification for Teaching. 1990.  
Haaga-Helia (formerly SLK), School of Vocational Teacher Education, Helsinki, Finland.  
Grade: Excellent

Online Instructor. 2008. Course was arranged to potential academicians in order to certify them for working with the eMBA/MSc Students of the University of Liverpool (in collaboration with Laureate Online Education).

### **6.7 ASSESSMENT**

#### **Creativity and Innovation Management Module (BS3957), Academic Year 2011-2012**

Module Leader Dr Helena Forsman, Reader in Innovation and Entrepreneurship, University of Winchester, UK

During this module the students learned through 'Live InnoLab Projects' in which the student teams worked with local firms for creating new inventions. Host organisations set the project outlines and negotiate with their teams to agree on the scope, objectives and deliverables of the project. The student teams designed an innovation proposal including concept description and business case for the partnering firm. Finally, students were

required to present the created invention and a business case to the Panel of Jury consisting of project partners, investors and external experts.

### Feedback on student experience and project partner satisfaction

The satisfaction of both the students and the Project Partners was very high. The feedback received from a Project Partner and from two awarded students is below.

#### Feedback from a Project Partner:

*"It was a privilege to work with the students at the Winchester University Business School. Their enthusiasm, creativity and entrepreneurial spirit was a not only inspiring but gave me, personally, the space and chance to explore opportunities for developing and growing my business which I would not normally have the time or capacity to do. Being involved in the InnoLab has given a boost to me and given a new direction to my business, one I had not anticipated."*

#### A student awarded by the Best Project Manager Prize:

*"It was hugely beneficial to have the opportunity to work as a team on a project. The experience taught me the importance of inter-relationships and roles in teams but not to be afraid to also trust your own instincts. Running a project gave the team the opportunity to put into practice all that we'd learnt during the first two years at uni. Solid hands-on experience is difficult to achieve in a learning environment; I'll be able to draw on the knowledge I've gained completing my thesis and onward into the workplace".*

#### The Project Manager of the Winning Team:

*"I am currently in my final year at the Winchester University and throughout my degree it has been wholly based upon classroom and theory based learning; until I encountered the InnoLab Project and its proposal. The InnoLab has been a fantastic way to experience real life issues, which enables young entrepreneurs to deal with critical problems utilising innovative theory and putting it into practice. This has been by far the most thrilling and enjoyable module to date; which was not just due to being on the winning team! I have learnt a vast amount with InnoLab, it has been a unique experience which all universities should implement. Having such practical experience has enabled me to fully understand how to apply theory and also the importance of teamwork. Within the current economic climate, InnoLab is the perfect way to bring together budding entrepreneurs and likeminded businesses to create a successful project outcome".*

**Figure 1.** Overall satisfaction of the Creativity and Innovation Management Module (min 1, max 5)

