

## **Bachelor of Business Administration**

- Degree Programme in International Business

# SCHOOL OF BUSINESS

## DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

### QUALIFICATIONS

#### The National Qualifications Framework NQF

In the Finnish national qualifications framework all qualifications are allocated a level amongst eight different levels of difficulty. University of Applied Sciences degree qualifications are on level 6 and University of Applied Sciences' post-graduate degrees are on level 7. Levels 6 and 7 and national generic competences common to all universities of applied sciences describe the level of competence expected of university of applied sciences graduates.

#### Level 6, university of applied sciences degree qualification, Bachelor level

*Possesses comprehensive and advanced knowledge of his/her field, including the critical understanding of theories, key concepts, methods and principles. Understands the extent and boundaries of professional duties and/or disciplines. Possesses advanced skills, which demonstrate mastery of issues, the capability to apply knowledge and come up with creative solutions, which are required in a specialized professional, scientific or artistic field to solve complex or unpredictable problems.*

*Possesses the capability to manage complex professional work or projects and the capability to work independently in expert duties in the field. Possesses the capability to make decisions in unpredictable operating environments. Basic capability to work as an independent entrepreneur in the field. In addition to the evaluation and development of his/her own competence, is able to take responsibility for the development of individuals and groups.*

*Possesses the capability for continuous learning. Knows how to communicate adequately verbally and in writing both to audiences in the field and outside it. Possesses the capability to communicate at an international level and interact in one official language and at least one foreign language.*

#### Level 7, graduate university of applied sciences degree, Master level

*Understands comprehensive and highly specialized concepts, methods and knowledge corresponding to the special competence in his/her field, which are used as the basis for independent thought and/or research. Understands questions pertaining to the field and interfaces between various fields and evaluates them and new knowledge critically. Possesses the capability to solve demanding problems in research and innovation activities, where new methods and procedures are developed and knowledge from various fields is applied and combined.*

*Possesses the capability for independent work in demanding expert duties in the field or as an entrepreneur. Possesses the capability to manage and develop complex, unpredictable and new strategic approaches. Possesses the capability to lead work and/or people. Possesses the capability to evaluate the activities of individuals or groups. Possesses the capability to accumulate knowledge and practices in his/her field and/or take responsibility for the development of others.*

*Possesses the capability for continuous learning. Knows how to communicate verbally and in writing both to audiences in the field and outside it. Possesses the capability to communicate at an advanced international level and to interact in one official language and at least one foreign language.*

## Generic working life skills or competences

The universities of applied sciences together with representatives from working life have determined the skills, i.e. competences that a university of applied sciences graduate is expected to have.

Competences are comprehensive areas of knowledge and skill that describe the graduate's level of qualification, achievement potential and their ability to accomplish the work associated with their selected profession. Competences are divided into degree-programme specific (professional) and generic competences. Generic competences are common to the degree programmes offered by all fields; however their special features and significance may vary in different professions and professional tasks. The generic competences create the foundations for working as a professional, cooperating and the ability to develop one's own expertise.

The professional competences will be presented separately in the Study Guide before each degree programme.

## Generic Competences

	<b>Description of the competence, bachelor level</b>	<b>Description of the competence, master level</b>
<b>LEARNING COMPETENCE</b>	<ul style="list-style-type: none"> <li>- is able to evaluate and develop one's competence and learning methods</li> <li>- is able to retrieve and analyze information and evaluate it critically</li> <li>- is capable of taking responsibility for collaborative learning and sharing knowledge in teams</li> </ul>	<ul style="list-style-type: none"> <li>- is able to evaluate and develop one's expertise in a versatile and goal-oriented way</li> <li>- is able to retrieve and analyze information and evaluate it critically from the point of view of different fields</li> <li>- is capable of taking responsibility for collaborative learning in a goal-oriented way</li> </ul>
<b>ETHICAL COMPETENCE</b>	<ul style="list-style-type: none"> <li>- is able to take responsibility for one's own actions and for the consequences of these actions</li> <li>- is able to work according to the ethical principles of the subject field</li> <li>- is able to take other people into account</li> <li>- is able to apply the principles of equality</li> <li>- is able to apply the principles of sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>- is able to take responsibility for the actions of a community and for the consequences of these actions</li> <li>- is able to apply the ethical principles of the subject field as an expert and as a developer of working life</li> <li>- is able to make decisions considering an individual and the community</li> <li>- is able to contribute to the</li> </ul>

	<ul style="list-style-type: none"> <li>- is able to wield influence in society using acquired skills and basing all activity on ethical values</li> </ul>	<ul style="list-style-type: none"> <li>principles of equality in working life</li> <li>- is able to contribute to the principles of sustainable development and social responsibility</li> <li>- is able to lead socially significant operations, basing all activities on ethical values</li> </ul>
<b>WORKING COMMUNITY COMPETENCE</b>	<ul style="list-style-type: none"> <li>- is able to operate as a member of a work community</li> <li>- is able to operate in communicative and interactive situations in working life</li> <li>- is able to utilize information and communications technology in one's subject field</li> <li>- knows the working life in one's subject field and is able to create personal contacts in working life and to operate in professional networks</li> <li>- is capable of decision making in unpredicted situations</li> <li>- is able to apply the principles of organizational management and leadership in working life and has abilities for managerial tasks</li> <li>- possesses entrepreneurial skills</li> </ul>	<ul style="list-style-type: none"> <li>- is able to develop the operations and occupational well-being of a work community</li> <li>- is able to develop multidisciplinary communication and interaction in working life</li> <li>- is able to utilize information and communications technology in one's work</li> <li>- is able to create networks and partnerships</li> <li>- is capable of management and development tasks and is able to improve operations in complicated and unpredictable environments</li> <li>- is able to work as an expert or entrepreneur and has abilities for management and supervision tasks</li> </ul>
<b>INNOVATION COMPETENCE</b>	<ul style="list-style-type: none"> <li>- is able to conduct research, development and innovation projects applying the existing knowledge and methods of the field</li> <li>- is able to work in projects</li> <li>- is capable of creative problem solving and development of working methods</li> <li>- is able to find customer-oriented, sustainable and profitable solutions</li> </ul>	<ul style="list-style-type: none"> <li>- is able to manage research, development and innovation projects and masters the methods of research and development work</li> <li>- is able to manage project work</li> <li>- is able to create new information and improve existing working methods by combining expertise from different fields</li> <li>- is able to develop customer-oriented, sustainable and profitable solution</li> </ul>

<p><b>INTERNATIONALI ZATION COMPETENCE</b></p>	<ul style="list-style-type: none"> <li>- possesses communicative competence necessary for one's work and for professional development in the subject field</li> <li>- is able to collaborate in a multicultural environment</li> <li>- understands the effects of and opportunities for internationalization development in one's own field</li> </ul>	<ul style="list-style-type: none"> <li>- is capable of international communication in one's work and in the development of operations</li> <li>- is able to operate in international environments</li> <li>- is able to predict the effects of and opportunities for internationalization development in one's own field</li> </ul>
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## **SCHOOL OF BUSINESS**

### **DEGREE PROGRAMME IN INTERNATIONAL BUSINESS**

<b>Head of School</b>	Ms Heli Itkonen
<b>Head of the Degree Programme</b>	Mr Sami Malm
<b>International Study Office</b>	Ms Kirsi Sievers

#### **Objective of the Degree Programme**

The objective of the Degree Programme in International Business is to provide both Finnish and international students with a high quality, practically orientated, academic education. The content of the programme has been designed to encourage the development of entrepreneurial skills within the fields of International Business. Upon completion of the required 210 credits within three and a half years, graduates are awarded a **Bachelor of Business Administration (BBA)**.

#### **Learning Environment**

The learning environment at Kajaani University of Applied Sciences actively encourages the achievement of the stated objective by providing a:

- programme that is both responsive and flexible to the needs of students
- programme that is both challenging and supportive to students
- truly international atmosphere, achieved through the UAS's extensive links with partner universities abroad
- co-operation with a network of local businesses
- professional, highly educated staff

#### **Learning Strategies**

Because of the nature of the programme, the learning strategies employed to achieve its objectives are varied, depending on the subject they may include: lectures, seminars, individual tutorials, workshops, case study, group work, business projects, study trips, research, video conferencing and lectures given by international lecturers.

#### **Competences**

The Degree Programme in International Business covers the following six main competences:

<b>Subject specific competences</b>	<b>Description of the competence</b>
<b>International Business Awareness</b>	<ul style="list-style-type: none"> <li>▪ Ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalisation, the influence of increasing globalisation,</li> </ul>

	<p>international trade systems and financial relations and the role of several principal institutions (e.g. WTO, EU, IMF, World Bank) in international business.</p> <ul style="list-style-type: none"> <li>▪ Ability to assess the impact of these trends of the international business environment on one's own activities as well on business policy.</li> </ul>
<b>Intercultural Adaptability</b>	<ul style="list-style-type: none"> <li>▪ Ability to assess the differences between national, organisational and occupational cultures and to outline strategies for adapting to these differences in e.g. human resources management, marketing and intercultural communication.</li> <li>▪ Identification of the relevant dimensions of cultures and development of self-awareness of one's own cultural background.</li> <li>▪ Ability to adapt one's behaviour to the standards in other cultures and can maintain an international network essential to one's tasks.</li> </ul>
<b>International Operations Management</b>	<ul style="list-style-type: none"> <li>▪ Ability to assess processes and make decisions involved in developing international, i.e. export/import operations, focussing on supply chain management and to explain the meaning and application of key logistical concepts.</li> </ul>
<b>International Marketing Management</b>	<ul style="list-style-type: none"> <li>▪ Ability to perform a country-analysis on a macro, industrial and micro level, to conduct an international market survey in order to assess foreign market opportunities and competition.</li> <li>▪ Ability to formulate market-entry strategies, to draft an international marketing plan and to implement, co-ordinate and control the international marketing (and sales) programme and projects.</li> <li>▪ Ability to create, develop and maintain profitable customer relationships.</li> </ul>
<b>International Strategic Management</b>	<ul style="list-style-type: none"> <li>▪ Ability to use conceptual and visionary skills to contribute to the development, evaluation and implementation of the internationalisation strategy of a company.</li> <li>▪ Ability to pro-actively seek and commercially evaluate business opportunities for both new and existing products.</li> <li>▪ Risk-taking ability in order to optimise business profit.</li> <li>▪ Ability to write and defend a business plan for a (start-up) company.</li> <li>▪ Ability to perform a variety of cost and revenue calculations and to transform these data into information needed for decision making and budgeting process.</li> <li>▪ Ability to contribute to and evaluate key accounting summaries and investment opportunities.</li> </ul>

<b>Organisational Development</b>	<ul style="list-style-type: none"> <li>▪ Ability to research and analyse relevant international business problems, to propose policy goals and objectives and to prepare alternative solutions in order to optimise business and human resources processes in order to strengthen the synergy between strategic, structural and cultural aspects of the organisation.</li> </ul>
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## Annual Themes – Study Progress Description

Each study year has its own theme which describes the main focus of the courses.

<b>1<sup>st</sup> year – Observer of Business Operations</b>	<p>The student</p> <ul style="list-style-type: none"> <li>▪ has the basic information needed to understand the fundamental processes of business operations, their impact on society, working life and the internationalisation process.</li> <li>▪ understands the basis of entrepreneurship and the principles of profit making.</li> <li>▪ gains knowledge of the theoretical models applied in business operations.</li> <li>▪ has the necessary computer skills and methodological tools needed for data collection, analysis and reporting.</li> </ul>
<b>2<sup>nd</sup> year – Learner of International Business Operations</b>	<p>The student</p> <ul style="list-style-type: none"> <li>▪ is able to outline and evaluate the key patterns and trends in international business activities</li> <li>▪ is able to assess differences between cultures</li> <li>▪ knows the strategies of international marketing</li> </ul>
<b>3<sup>rd</sup> year – Applicator of Knowledge</b>	<p>The student</p> <ul style="list-style-type: none"> <li>▪ is able to apply knowledge in practice</li> <li>▪ learns to plan research and business activities</li> <li>▪ deepens his/her knowledge of international business</li> </ul>
<b>4th year - Developer of Business Operations</b>	<p>The student</p> <ul style="list-style-type: none"> <li>▪ is able to develop business activities by implementing the latest findings in the field</li> </ul>

## Structure of Studies

### Basic Studies (60 cr)

Basic studies are compulsory studies that must be completed during the first year of study. These courses include basic courses in business activities, operational environments, methodological studies, and communication studies.



### **Professional Studies (90 cr)**

These courses are carried out from the second year onwards and they include special study modules covering different areas of international business activities. The aim of professional studies is to equip students with both the theoretical and practical knowledge needed to function in international business and marketing arenas. The studies emphasise the framework and strategies of international business, international marketing, economics, finance, international management and communication skills.

The professional studies also include 50 credits of Specialisation Studies. The aim of the module is to deepen and widen the knowledge related to the professional studies. Studies completed during the student exchange should ideally fit into this module.

### **Free-choice Studies (15 cr)**

The studies include a minimum of 15 credits of free-choice studies. The aim of the free-choice studies is to provide the student with the opportunity to deepen and widen knowledge related to one's own professional field. These can be chosen from the degree programme or from another degree programme in the same UAS or from another UAS, university or elsewhere by prior agreement. The head of degree programme approves optional studies chosen by students.

### **Practical Training (30 cr)**

An essential part of the studies is a five-month-long practical training period, which takes place during the **spring semester of the 3rd study year**. It is recommended that practical training is accomplished in a foreign country, but it can also be done locally. Before starting practical training the student must have a minimum of 150 credits and the practical training place must be approved by the Practical Training Coordinator. The purpose of practical training is to offer students the opportunity to put into practice the knowledge acquired from their professional studies by carrying out practical expert tasks in companies.

### **Thesis (15 cr)**

The purpose of the thesis is to demonstrate the student's ability to adapt knowledge and skills acquired during professional studies. This can be accomplished in the form of project work, research work or applied research. Preparation of the thesis is accomplished towards the end of the student's studies; a minimum of 150 credits must be accomplished before starting work on the thesis. It can also be multi-disciplinary. The thesis also includes a maturity test which demonstrates the student's language skills and how familiar he or she is with the chosen subject of the thesis. Finnish students write the test in Finnish and foreign students in English. The test is taken under supervision with titles provided by the thesis supervisor.

### **Foreign Studies**

For Finnish students it is recommended that the 2nd year autumn semester is spent in a foreign university or university of applied sciences. Foreign students may choose not to go abroad. To apply for foreign studies the student must have achieved a minimum of 45 credits per academic year. In addition it is required that the students have good language skills (good skills in English

and at least basics in the target country's language if possible) and good grades. Students who do not have any international experience will be given first priority when decisions concerning exchange places are made.

Exchange opportunities will be presented in information meetings. More information can also be found from Kajaani UAS's internet pages. Kajaani UAS's partner institutions in different countries offer studies in English or in other languages. Each student makes a personal study plan with the school's international co-ordinator for the period of foreign studies. Studies completed abroad are approved as part of the degree programme within either further specialisation studies or free-choice studies.

### Language Studies

The Degree Programme in International Business includes 23 credits of compulsory language study. English is the language of teaching in the degree programme. However, all students must also acquire a minimum of 8 credits in English language studies. Foreign students must also accomplish 15 credits of Finnish language within their compulsory language studies. Finnish students study both Finnish and Swedish as compulsory languages. Language studies are therefore structured as follows in the Degree Programme in International Business:

#### Finnish Students

English	8 cr
Finnish	10 cr
Swedish	5 cr

#### Foreign Students

English	8 cr
Finnish	15 cr

In addition to compulsory language courses, students can choose other foreign languages. The language studies offered are French, Spanish, Italian, Russian, Chinese and German. **It is recommended that foreign students concentrate on studying the Finnish language during the first study year and do not start another new language during their first year.**

### Progress Chart

1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> year	4 <sup>th</sup> year
<ul style="list-style-type: none"> <li>• Basic Business Competence</li> <li>• Operational Environment</li> <li>• Methodological Competence</li> <li>• Communication Studies</li> </ul>	<ul style="list-style-type: none"> <li>• Managing International Operations</li> <li>• Work Community Competence</li> <li>• Methodological Competence</li> <li>• Advanced Marketing Studies</li> </ul>	<ul style="list-style-type: none"> <li>• Business Competence Development</li> <li>• Free-choice Studies</li> <li>• Practical Training or Thesis</li> </ul>	<ul style="list-style-type: none"> <li>• Practical training or Thesis</li> <li>• Free-choice Studies</li> </ul>

## DEGREE PROGRAMME IN INTERNATIONAL BUSINESS (2013)

### Basic Studies

60 cr

<b>KBBA4Z BASIC BUSINESS COMPETENCE</b>		<b>15 CR</b>
KBBA020	Business Operations	5 cr
KBBA021	Introduction to Marketing	5 cr
KBBA022	Management Accounting	5 cr
<b>KBBO4Z OPERATIONAL ENVIRONMENT</b>		<b>10 CR</b>
KBBO006	Law Studies	5 cr
KBBO007	Economics	5 cr
<b>KBBM5Z METHODOLOGICAL STUDIES</b>		<b>10 CR</b>
KBBM011	IT and Office Applications	5 cr
KBBM012	Business Mathematics	5 cr
<b>KBBC5Z COMMUNICATION STUDIES</b>		<b>25 CR</b>
KBBC012	Academic and Business English	5 cr
KBBC013	Business Communication Skills	3 cr
KBBC014	Personal Development Programme	2 cr
	<i>Finnish Students</i>	
KBBC011	Swedish	5 cr
KBBC018	Business Finnish	5 cr
KBBC019	Academic Writing (Finnish)	5 cr
	<i>Foreign Students</i>	
KBBC015	Finnish for Foreigners 1	5 cr
KBBC016	Finnish for Foreigners 2	5 cr
KBBC017	Finnish for Foreigners 3	5 cr

### Professional Studies

40 cr

<b>KBPI7Z MANAGING INTERNATIONAL OPERATIONS</b>		<b>20 CR</b>
KBPI024	Introduction to Management	5 cr
KBPI021	International Management	5 cr
KBPI022	Financial Accounting	5 cr
KBPI023	Strategic Management	5 cr
<b>KBPW8Z WORK COMMUNITY COMPETENCE</b>		<b>10 CR</b>
KBPW001	Leadership and Human Resource Management	5 cr
KBPW002	Intercultural Communication	5 cr
<b>KBPM8Z METHODOLOGICAL COMPETENCE</b>		<b>10 CR</b>
KBPM010	Project Management	5 cr
KBPM011	Research Methods	5 cr

## Specialization Studies

50 cr

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<b>KBPA9Z</b>	<b>ADVANCED MARKETING STUDIES</b>	<b>30 CR</b>
KBPA001	Integrated Marketing Communication	5 cr
KBPA002	Services Marketing	5 cr
KBPA003	International Networking and Collaboration	5 cr
KBPA004	Product, Brand and Price Management	5 cr
KBPA005	Selling and Sales Management	5 cr
KBPA006	Advanced Project in Integrated Marketing Communication	5 cr <b>OR</b>
KBPA007	Advanced Project in Services Marketing	5 cr
<b>KBPB9Z</b>	<b>BUSINESS COMPETENCE DEVELOPMENT</b>	<b>20 CR</b>
KBPB001	Quality and Risk Management	5 cr
KBPB002	International Marketing	5 cr
KBPB003	Marketing Research	5 cr
KBPB004	Strategic Marketing Management	5 cr

## Free-choice Studies

15 cr

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<b>KBW10Z</b>	<b>FREE-CHOICE STUDIES</b>	<b>15 cr</b>
KBW317	Consumer Buyer Behavior	5 cr
KBW318	Asian Business	5 cr
KBW319	Social Media Marketing	5 cr
KBW320	European Business	5 cr
KBPF002	Russian Business	5 cr
KBW322	Product Development	5 cr

## Practical Training

30 cr

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## Thesis

15 cr

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## COURSE DESCRIPTIONS FOR THE DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

### BASIC STUDIES

#### (KBBA4Z) **BASIC BUSINESS COMPETENCE 15 cr**

##### (KBBA020) **Business Operations**

Credits: 5 cr                      Timing: 1st yr

Learning Objectives: Students will have a holistic view of business. They will understand, in general, all business aspects, and connections between business functions.

Previous Learning: The course assumes no prior knowledge of business.

Contents: Business concepts, Business environment, Interest groups, Legal forms of ownership, Management, Overview of business functions (operations, human resource, marketing, finance, accounting), Money and Financial markets.

Learning Methods: Lectures, group work, case studies and exercises

Assessment Methods: Active participation, Final examination

Bibliography: Nickels, McHugh, Understanding Business 8th edition

#### (KBBA021) **Introduction to Marketing**

Credits: 5 cr                      Timing: 1st yr

Learning Objectives: Provide students with a fundamental understanding of marketing, its role in business and the strategies available to achieve its objectives. It examines the origins of marketing and its development into a business philosophy in an international context. The module is essential for further marketing studies.

Previous Learning: Introduction to Business Operations

Contents: Marketing environment, Marketing/Corporate strategy, Consumers behavior, Segmentation, targeting and positioning, Market research, Marketing mix strategies, Services marketing, Customer relationship marketing.

Learning Methods: Lectures, seminar presentations, case studies, class discussion, written exercises.

Assessment Methods: Active participation, group presentation, case studies discussions, Final examination

Bibliography: Kotler & Armstrong, 2006. Introduction to Marketing (12e)

#### (KBBA022) **Management Accounting**

Credits: 5 cr                      Timing: 1st yr

Learning Objectives: The student will know the meaning of profitability and learn how to make calculations required by managers for planning, decision-making and control.

Contents: General terms and aims in management accounting  
Economic balance: profitability, liquidity and solidity  
Cost-volume-profit analysis  
Long-term calculations, investments  
Budgeting  
Cost accounting  
Activity based costing  
Balanced scorecard

Learning Methods: Lectures and exercises

Assessment Methods: Exams and exercises

Bibliography: To be announced

## **(KBBO4Z) OPERATIONAL ENVIRONMENT 10 cr**

### **(KBBO006) Law Studies**

Credits: 5 cr                      Timing: 1st yr

Learning Objectives: The course will provide students with a general knowledge of the legal framework of business operations with special focus on contract and trade laws. Apart from dealing with current legal rules and regulations affecting business operations students will be exposed to new developments and trends of legal environments of business.

Previous Learning: Not required

Contents: Legal systems  
Contract law  
International trade contracts  
Business law  
Labour Law

Learning Methods: Lectures, exercises

Assessment Methods: Final examination

Bibliography: Surakka, Aapo: Access to Finnish Law, WSOY  
Study materials

### **(KBBO007) Economics**

Credits: 5 cr                      Timing: 1st yr

Learning Objectives: The objective of this course is to lay down the foundations of economic rational thinking, and to help students understand micro and macroeconomic phenomena. The course introduces the basic principles of microeconomics, which include the nature and method of economics, market interaction, consumer choice, output, market structures, and resource allocation. In macroeconomics, the objective is to increase students' knowledge and broaden their economic view to the national level,

by understanding the relationships between several macroeconomic phenomena and the macroeconomic analytical tools to interpret these relationships and predict economic consequences of fiscal and monetary policies also at the international level.

Previous Learning: Introduction to Business Operations

Contents: Basic principles and assumptions.  
Factors of production and Economic growth  
Consumer choice  
Market interaction (supply and demand model)  
Firm's output decision, and the market structure.  
Government, Tax, and welfare economics  
Factor market  
National accounts  
Determination of national outputs  
Money  
Economic policies

Learning Methods: Lectures and exercises

Assessment Methods: Final examination

Bibliography: Parkin, Powell & Matthews, 2008, Economics, 7th edition and Begg, Vernasca, Fischer & Dornbusch, 2011, Economics, 10th edition.

## **(KBBM5Z) METHODOLOGICAL STUDIES 10 cr**

### **(KBBM011) IT and Office Applications**

Credits: 5 cr                                  Timing: 1st yr

Learning Objectives: Students will become familiar with the essential functions of a word processing program and be able to make the layouts and contents of various business letters. They will understand the elementary functions of a microcomputer and will be able to use basic toolkit programs.

Contents: Basic functions of word processor software (MS Word)  
Basic business letters  
Special characteristics of Word  
Introduction to data processing  
Hardware and operating system  
Toolkit software and presentation graphics (MS Power Point)  
Internet and websites  
Spreadsheets:  
Sheets, formulas, functions and graphics  
Computing today  
Data Security

Learning Methods: Lectures, practical real business exercises and individual use of the computer

Assessment Methods: Exercises, written exams

Bibliography: Material provided by lecturer

**(KBBM012) Business Mathematics**

Credits: 5 cr    Timing: 1st yr

Learning Objectives: To provide students with a sound command of business mathematics skills and the ability to apply them in different areas of business life

Contents:    Review of the basic mathematical operations needed in business mathematics  
 Percentage calculations  
 Index numbers  
 Simple interest calculation and its applications  
 Compound interest calculations and its applications  
 Credit and loans  
 Investments

Learning Methods: Lectures and exercises

Bibliography: Pulkkinen P, Holopainen M., Business mathematics (2011)

**(KBBC5Z) COMMUNICATION STUDIES 25 cr****(KBBC014) Personal Development Programme**

Credits: 2 cr    Timing: 1st yr

Learning Objectives: The aim of this program is to provide students with the tools that will ensure a successful start to their studies leading to success in future careers by enabling students to identify their personal learning characteristics, whilst at the same time introducing specific study skills. The program aims to facilitate individual student development.

Previous Learning: Not required

Contents:    Initial assessment(Boot Camp)  
 Personal SWOT  
 Learning styles  
 Introduction to Reflective Practice  
 Creative thinking/Problem solving  
 Presentation Skills  
 Personal Branding  
 Portfolio Development

Learning Methods: Lectures, active participation, individual tutorials, practical work

Assessment Methods: Completed tasks throughout the program - continual assessment

Bibliography: Routledge and Carmichael, Personal Development and Management Skills, Selected reading, Handouts

**(KBBC012) Academic and Business English**

Credits: 5 cr    Timing: 1st year

Learning Objectives: Students will improve their oral and written communication skills and business vocabulary. In written communication the focus will be on academic writing.



Contents:	Business and society Describing business trends Application, CV Introduction to presentations Report writing Academic style Summarising Paraphrasing References and quotations
Learning Methods:	Small group sessions incl. pair and group work, oral company presentation, written and listening tasks
Assessment Methods:	Continual assessment, written assignments, oral presentation, written exam
Bibliography:	To be announced

### **(KBBC013) Business Communication Skills**

Credits:	3 cr	Timing:	1st yr
Learning Objectives:	The student will acquire skills in the basics of business writing including the purchasing process.		
Contents:	Inquiries, quotations Orders and order confirmations Collection letters Complaints Memos		
Learning Methods:	Small group sessions		
Assessment Methods:	Continual assessment, assignments, written exam		
Bibliography:	To be announced later		

### **(KBBC011) Swedish**

Credits:	5 cr	Timing:	1st yr (for Finnish speaking students)
Learning Objectives:	Students will maintain and develop the Swedish language skills for use in business tasks. Students will also gain sound skills in Swedish for sales and marketing purposes as well as other spoken and written business communication tasks.		
Previous Learning:	Proficiency test		
Learning Methods:	Small group teaching		
Assessment Methods:	Continuous assessment, oral presentation, written tasks, exam		
Bibliography:	J.Tolkki-M.Öhman Perspektiv		

**(KBBC018) Business Finnish**

Credits: 5 cr                          Timing: 1st yr (for Finnish students)

Learning Objectives: Students will be able to acquire and use information concerning their field of study critically and work on a written and spoken presentation in connection with work and negotiations. They will be able and will wish to develop their Finnish and communication competences. They can produce good language and style appropriate to the situation, with their knowledge of core working life communication situations and the ability to use language procedures appropriate to the their field of study when performing.

Previous Learning: Word Processing

Contents: Written and spoken business communication  
Proof-reading and accuracy  
Report, summary, essay, presentation  
Business letters - polite communication  
Meetings

Learning Methods: Lectures and online-studies Small group communication Meetings exercises

Assessment Methods: Active participation, accepted business letters and speech and meeting performances, compiling documents for meetings, exam

Bibliography: Kylänpää: Viestintätalanteet  
Iisa, Piehl & Kankaanpää: Tekstin tekijän käsikirja  
Other material will be provided during the course

**(KBBC019) Academic Finnish**

Credits: 5 cr                          Timing: 3rd yr

Learning Objectives: Students will be able to compile an accurate, carefully written and logical thesis in Finnish as well as an accurately written maturity test.

Previous Learning: The course must be accomplished in conjunction with the thesis

Contents: Accuracy and proof-reading, textual analysis  
Instructions for compiling a text and the maturity test

Learning Methods: Small group teaching, exercises

Assessment Methods: Text analyses and exercises, proof-reading exam

Bibliography: Hirsjärvi, Remes, Sajavaara, Tutki ja kirjoita  
Further material will be given during the course

**(KBBC015) Finnish for Foreigners 1**

Credits: 5 cr                          Timing: 1st yr, autumn

Learning Objectives: Students will be able to communicate on a day to day basis in Finnish and will get to know Finland: the country, its society, people, language and culture.

Contents:	Pronunciation, reading and conversation practice Vocabulary, questions, verb types, numerals, declension of nouns, pronouns and adjectives, vowel sounds, consonant gradation
Learning Methods:	Interactive discussions, writing and reading exercises, grammar exercises, brief presentations
Assessment Methods:	1. Active spoken and written participation in small group teaching 2. Assignments 3. Spoken and written exam
Bibliography:	Hämäläinen, Aletaan Kenttälä, Kieli käyttöön Kangasniemi, Suomen kielen tikapuut Other material provided during the course

### **(KBBC016) Finnish for Foreigners 2**

Credits:	5 cr	Timing:	1st yr, spring
Learning Objectives:	Students will develop their Finnish communication skills acquired during the previous course.		
Previous Learning:	Finnish for Foreigners I		
Contents:	Qualifiers, sentence structure, parts of a sentence, main verb classes and tenses Reading comprehension		
Learning Methods:	Group discussions, presentations and speeches Written and spoken exercises Reading comprehension exercises		
Assessment Methods:	Completion of all tasks Spoken analysis of texts Written exam		
Bibliography:	Kangasniemi, Suomen kielen tikapuut Hämäläinen, Continued)		

### **(KBBC017) Finnish for Foreigners 3**

Credits:	5 cr	Timing:	2nd yr, autumn
Learning Objectives:	Students will develop their ability to operate in a Finnish communication environment.		
Previous Learning:	Finnish for Foreigners I and II		
Contents:	Verb forms, producing text, discussions on various themes		
Learning Methods:	Small group teaching, group discussions, written exercises		
Assessment Methods:	Active participation Oral presentations and written exam		
Bibliography:	Kangasniemi: Suomen kielen tikapuut 2 Hämäläinen: (continued) To be announced		

**PROFESSIONAL STUDIES****(KBPI7Z) MANAGING INTERNATIONAL OPERATIONS 20 cr****(KBPI024) Introduction to Management**

Credits: 5 cr    Timing: 1st yr

Learning Objectives: The course introduces the student to organization and management from an individual, group and organizational perspective, with the focus on human behavior, organizational structures and processes.

Contents:    Managers and the environment  
Strategising  
Organization Architecture and Control System  
Effective Leadership  
Ethics and Social Responsibilities

Learning Methods: Lectures, mini projects, discussions and case studies

Assessment Methods: Exam, project and class participation

Bibliography: Hill and MacShane, Principles of Management

**(KBPI021) International Management**

Credits: 5 cr    Timing: 2nd yr

Learning Objectives: Conducting business in the international environment can be challenging. This course aims to provide participants with a general understanding of the various management practices which a business manager should consider in the international context, with a special emphasis on issues related to cultural diversification. The course is built around questions faced by companies wishing to do business in a global marketplace.

Previous Learning: Introduction to Management

Contents:    The dynamics of international business environment  
Impact of globalization  
Cultural considerations and implications on organizational system, management and leadership styles and human resource management

Learning Methods: Lectures, case study, team exercises and research project

Assessment Methods: Lectures, presentation and research project

Bibliography: Hdgetts, Luthans: International Management, Culture, Strategy  
Selective journal articles  
Other materials to be provided by lecturer

**(KBPI022) Financial Accounting**

Credits: 5 cr    Timing: 2nd yr

Learning Objectives: usage in evaluating companies' financial performance and position

Previous Learning: Introduction to Business Operations.

Contents: The role of financial accounting, and usage of Financial statement.  
The accounting cycle and double-entry bookkeeping.  
Entries adjustments and the preparation of financial statements.  
Financial analysis and the use of ratios and other techniques to interpret business performance from Financial statements.

Learning Methods: Lectures, and class exercises.

Assessment Methods: Financial accounting examination and analysis assignments

Bibliography: Material will be provided by lecturer.

### **(KBPI023) Strategic Management**

Credits: 5 cr    Timing: 2nd yr

Learning Objectives: This course is designed to develop students' understanding of the global business process. In addition, students will be introduced to both the framework and strategies of business operations, whilst considering competitiveness on a global level and forms of business cooperations across national boundaries, business practices and current trends in the global business arena.

Previous Learning: Introduction to Management

Contents: Strategic analysis  
Strategic formulation  
Strategic implementation

Learning Methods: Lectures, case studies, and research projects

Assessment Methods: Reports, presentation and final exam

Bibliography: Dess, Lumpkin, Eisner, Strategic Management (text and cases)

### **(KBPW8Z) WORK COMMUNITY COMPETENCE 10 cr**

#### **(KBPW001) Leadership and Human Resource Management**

Credits: 5 cr    Timing: 2nd yr

Learning Objectives: This course covers the information needed to understand the Human Resource Management aspect of an organization. It will develop an understanding of the skills needed for the formulation and implementation of HRM strategies while providing the basic information necessary to understand the function of management and leadership in an organization.

Previous Learning: Introduction to Management

Contents: Introduction to the basic principles of human resource management  
Introduction to the basic principles of leadership and organization  
Human resource policies

Competence based human resource management  
 Human resource planning, recruitment, selection and retention  
 Orientation, training and development  
 Performance management  
 Remuneration and reward  
 Employee relations  
 International dimensions of HRM

Learning Methods: Lectures, case studies, discussions

Assessment Methods: Assignment and exam

Bibliography: Managing Human Resources by Wayne Cascio McGraw Hill  
 HRM Practice by Michael Armstrong Kogan Page

### **(KBPW002) Intercultural Communication**

Credits: 5 cr                                  Timing: 2nd year

Learning Objectives: Students will increase their understanding of cultures. They are able to recognise and differentiate between cultures and their influence on working life and customer behaviour. During intercultural encounters they can identify dimensions used when comparing communication across cultures.

Contents: Concepts of culture and communication  
 Getting used to another culture as a process  
 Variables used when comparing cultures  
 Cultural differences in communication styles  
 Various business cultures  
 Cultural understanding (customer/business partner)

Learning Methods: Small group sessions

Assessment Methods: Continual assessment, oral presentations, written report/learning diary, written exam

Bibliography: Handouts

### **(KBPM8Z) METHODOLOGICAL COMPETENCE 10 cr**

#### **(KBPM010) Project Management**

Credits: 5 cr                                  Timing: 1st year

Learning Objectives: The student will adopt the modern way of goal-oriented working used both in business and administration.

Contents: The Project Management Framework  
 Global Business and intercultural Projects  
 Project Communication Management  
 Project Risk Management  
 Project Documentation and Project Management Tools

Learning Methods: Lectures, practical exercises. Partly R&D studies.

Assessment Exam and group work

Methods:

Bibliography: A Guide to the Project Management, Body of Knowledge (Third Edition), Project Management Institute. Material provided by the lecturer

### **(KBPM011) Research Methods**

Credits: 5 cr    Timing: 3rd yr

Learning Objectives: Students will understand the basic scientific and research concepts and structures, can read development project texts and reports critically and plan and carry out investigations and surveys during their studies and in working life. They will be proficient in the most common research methods.

Contents: Research processes and the basics of scientific thinking  
Qualitative and quantitative research concepts and basic methods.  
Use of statistics program.

Learning Methods: Lectures and exercises

Assessment Methods: Exam, assignments

Bibliography: To be announced

## **FURTHER SPECIALISATION STUDIES**

### **(KBPA9Z) ADVANCED MARKETING STUDIES 30 cr**

#### **(KBPA001) Integrated Marketing Communication**

Credits: 5 cr    Timing: 2nd yr

Learning Objectives: The student understands the strategic nature of marketing communications and learns to identify different functions of marketing communications, communications' effects on consumers, and understands the marketing communications planning process. The student is able to plan marketing communications and student can critically evaluate ethical concerns related to marketing communications. This course consists of a optional 5 credits practical work life-related project

Contents: Concept of integrated marketing communications  
Different perspectives to IMC and the theoretical views influencing those  
Strategic role and planning process of integrated marketing communications  
The role of advertising and media choice  
The role of sales promotion, public relations and networks  
Ethical and social responsibilities in marketing communications

Learning Methods: to be announced in the course progression plan

Assessment Methods: to be announced in the course progression plan

Bibliography: to be announced in the course progression plan

#### **(KBPA002) Services Marketing**

Credits: 5 cr                      Timing: 2nd yr

Learning Objectives: To provide students with a comprehensive view of services marketing. Participants will gain a thorough understanding of the distinctive characteristics of services, whilst understanding the importance of services marketing in today's international business environment. This course consists of an optional 5 credits practical work life-related project.

Contents: What are Services?  
What is services marketing?  
The nature of the service  
The Structure of a Service / Service experience  
Service quality  
The pricing of services  
Innovation and new service development  
Development process  
Services Marketing  
Segmentation, Partnership marketing  
Marketing Tools

Learning Methods: Lectures and development assignments

Assessment Methods: Exam and development assignment

Bibliography: Palmer, A., Principles of Services Marketing. McGraw Hill, London.  
Additional reading provided by lecturer

### **(KBPA003) International Networking and Collaboration**

Credits: 5 cr                      Timing: 2nd yr

Learning Objectives: The course helps participants to deepen their understanding of the key essence about business networks. Through this course, participants will learn the different kinds of networks and their significance in business life, how to coordinate them more effectively in order to achieve strategic goals of the company. The participants will also understand the underlying logic of different types of strategic nets, learning and knowledge transfer within the network, potential sources of conflict and conflict resolution strategies.

Previous Learning: Introduction to Management, Strategic Management, International Management

Contents: Basic concepts of network and strategic thinking  
Different kind of strategic nets, their management mechanisms and capabilities  
Learning and knowledge in the network context  
Sources of conflict in networks and conflict resolution

Learning Methods: Lectures, case studies, article summary and group activities

Assessment Methods: Class participation, articles summary, book exam or research assignment

Bibliography: Håkansson & Snehota, Developing Relationships in Business Networks: Free access  
- <http://www.impgroup.org/books.php>  
Other materials as provided during lectures

### **(KBPA004) Product, Brand and Price Management**



Credits: 5 cr                                  Timing: 2nd yr

Learning Objectives: The course develops deeper understanding of the different factors of organizations marketing as a competitive advantage from theoretical viewpoints. Students skills for planning, analyzing, developing and managing key marketing mix elements strategies will enhance and develop in-depth knowledge about product, brand and price management.

Contents:                                  Product management, product development  
 Product life-cycle  
 Brand management  
 Brand identity, brand promise  
 Brand building process and models  
 Price management and pricing decisions  
 Price strategies, psychological pricing

Learning Methods: to be announced in the course progression plan

Assessment Methods: to be announced in the course progression plan

Bibliography: to be announced in the course progression plan

### **(KBPA005) Selling and Sales Management**

Credits: 5 cr                                  Timing: 2nd yr

Learning Objectives: The course develops an understanding of the selling and sales management process from theoretical viewpoints. Students understand the role of sales in marketing. The second aspect of the course deals with sales negotiation situations in the business environment.

Previous Learning: Introduction to Marketing

Contents:                                  Sales in marketing  
 Sales environment and settings  
 Sales techniques (KAM, direct marketing)  
 Sales management and control  
 Negotiation skills and strategies  
 Negotiation process

Learning Methods: Lectures, group exercises, role play.

Assessment Methods: Group presentation and assignment

Bibliography: David Jobber and Geoff Lancaster, Selling and Sales Management, 2000. Prentice Hall, U.K.

### **(KBPA006) Advanced Project in Integrated Marketing Communications**

Credits: 5 cr                                  Timing: 2nd yr

Learning Objectives: see KBPA001 course description

### **(KBPA007) Advanced Project in Services Marketing**

Credits: 5 cr                                  Timing: 2nd yr

Learning Objectives: see KBPA002 course description

## **(KBPB9Z) BUSINESS COMPETENCE DEVELOPMENT 20 cr**

### **(KBPB001) Quality and Risk Management**

Credits: 5 cr                                  Timing: 3rd yr

Learning Objectives: A comprehensive approach to quality improvement/quality assurance includes risk management. This course introduces the concept of quality management and its process, models and applications and how these improve risk management of business organizations.

Previous Learning: Introduction to Management

Contents:                      Foundation of quality  
                                    What is quality management  
                                    Quality Management systems  
                                    Quality management tools and techniques  
                                    Implementing quality management  
                                    Applications of quality management

Learning Methods: Journal articles summary, group tasks, discussions in forum, notes from lecturer.

Assessment                  Articles summary, Moodle discussions and learning diary or research assignment.  
Methods:

Bibliography:                TQM Text with Cases by Oakland, Butterworth Heinemann

### **(KBPB002) International Marketing**

Credits: 5 cr                                  Timing: 3rd yr

Learning Objectives: The course is designed to provide students with an introduction to international marketing. On completion, this course will provide the foundation for understanding the global business environment and the student will be equipped with a set of conceptual and analytical tools that prepare him / her for applying successfully the marketing mix to international marketing.

Previous Learning: Introduction to Management, Introduction to Marketing and other basic studies

Contents:                      Framework of international marketing  
                                    International environmental analysis  
                                    Dynamics of international environment  
                                    The impact of culture in international marketing  
                                    Marketing mix in global environment  
                                    International marketing strategies

Learning Methods: Lectures, discussions, journal articles summary, group exercises

Assessment                  Class participation, assignments and research project.  
Methods:

Bibliography:                International Marketing by Pervez Ghauri and Cateora McGraw Hill

**(KBPB003) Marketing Research**

Credits: 5 cr                                  Timing: 3rd year

Learning Objectives: To provide the student with a primary tool for exploring new opportunities in the marketplace with emphasis on the marketing research process and its application to specific business decisions. Students will understand the principles of qualitative and quantitative research and will be able to clarify the research questions, construct research process and apply a suitable research method.

Contents: The basic concepts, needs and goals of marketing research  
 - Qualitative and quantitative research methods  
 - Formulating a research plan from the specific research method perspective  
 - Conducting the research and analyzing the results  
 - Writing a research report and introducing final outcomes

Learning Methods: Lectures, case studies and discussions, research project

Assessment Methods: Research project. Studies are part of RDI-studies.

**(KBPB004) Strategic Marketing Management**

Credits: 5 cr                                  Timing: 3rd yr

Learning Objectives: The course aims at strengthening students' understanding of strategic marketing techniques and developing strategic thinking skills. At the end of the course, students will not only gain insight into the scope, roles and the process involved in the strategic marketing process of a firm, but will also be able to perform strategic marketing analysis, planning and implementation.

Previous Learning: Introduction to Management, Introduction to Marketing and other basic studies

Contents: Strategic analysis of the marketing environment  
 Segmentation analysis  
 Development, implementation and management of marketing strategies and integrated marketing programs

Learning Methods: Lecture participations, case studies, group exercises and research project

Assessment Methods: Participation, article reviews and research project

Bibliography: Marketing Strategy and Competitive Positioning by Hooley, Piercy and Nicholaud  
 Prentice Hall  
 Selective journal articles  
 Other materials from

**FREE-CHOICE STUDIES****(KBW10Z) FREE CHOICE STUDIES 15 cr****(KBW317) Consumer Buyer Behaviour**

Credits: 5 cr                                  Timing:

Learning Objectives: The aim of this course, is to build on the knowledge gained in marketing management and provide students with a broader understanding of consumer buyer

behaviour. In particular, its relevance to promotional communication and market research.

Contents: Consumer behaviour model  
Components of behaviour  
Consumer behaviour in the marketing mix  
Reference groups  
Consumer behaviour and market management

Learning Methods: Online discussion and assignments.

Assessment Methods: Online individual assignment and case studies.

Bibliography: Solomon, Bamossy, Askegaard and Hogg 2006. Consumer Behaviour (a European Perspective) 3rd edition.

### **(KBW318) Asian Business**

Credits: 5 cr Timing: Second / Third year

Learning Objectives: This webcourse aims to provide students a general understanding of the business system in several major Asian markets, the business environments and system within which they operate with a special emphasis in the cultural aspect of the Asian societies. It also aims to provide a general understanding of the important issues that business managers face in the region, the course provides students with knowledge about how business is conducted and how foreign companies operate in this environment.

Previous Learning: Introduction to Management

Contents: Strategic importance and strategy formulation of Asia Pacific  
Asian Business logic and management system  
Competition patterns and entry strategies

Learning Methods: Reading materials in Moodles, discussion and mini tasks in Moodles, Journal Articles summary

Assessment Methods: Group tasks, assignments and book exams or research projects.

Bibliography: Strategies for Asia Pacific: Meeting New Challenges, Lasserre and Schutte  
Business in Asia Pacific: Text and Cases Sonia El Kahal  
Other reading materials as provided in Moodle

### **(KBPF002) Russian Business**

Credits: 5 cr Timing: 2nd - 3rd yr

Learning Objectives: The course is designed to introduce students to Russian society as a potential business area. It will familiarise students with the culture, politics, economy, trade patterns, industrial structures, services, governmental policies, political structures, regulations affecting businesses, and existing business opportunities.

Previous Learning: Basic Studies

Contents: Russian business environment  
Russian markets

Trade patterns

Learning Methods: Introduction lectures, Web -course

Assessment Methods: Online exercises, written report, presentation, study trip/book exam and course exam

Bibliography: Reading list/materials provided by lecturer

## **(KBW320) European Business**

Credits: 5 cr                      Timing:

Learning Objectives: The aim of the course is to introduce students to the dynamic nature of the European business environment. The aim will be achieved by examining the role of the European Union as a business regulator and its effect on small and medium sized businesses and by examining European economic integration

Previous Learning: Economics, Introduction to Business Law, International Economics

Contents: European business environment, the European Union as a business regulator, European policies, European business sectors.

Learning Methods: Seminars and Lectures. Seminars based course.

Assessment Methods: Seminar presentations, discussions and case study assignments.

Bibliography: Johnson & Turner, European Business, 2010, 2nd edition; Baldwin & Wyplosz, The Economics of European Integration, 3rd edition and Nello, The European Union (Economics, Policies, and History), 2009, 2nd edition.

## **(KBW322) Product Development**

Credits: 5 cr                      Timing:

Learning Objectives: The course aims to develop the interdisciplinary skills required for successful product development in today's competitive marketplace. Engineering, Business, Sport and Game programming students join forces in small product development groups to experience the new product development process in detail, learning about the available methods, tools and techniques to execute each process step along the way. Each student brings his/her own disciplinary perspective to the group effort, and should learn to synthesize that perspective with those of the other students in the team to develop a sound marketable product. The course provides a multiple perspective approach that links the key areas of R&D, marketing and technology. Each project in the course addresses market (customer needs), technical (engineering design, prototyping, and manufacture) and financial (profitability) feasibilities of the new product. Students are expected to leave the course understanding new product development processes as well as useful tools, techniques and organizational structures that support new product development practice and innovations.

Previous Learning: All first and second years courses

Contents: #Product development processes and organization  
#Product planning and identifying customer needs  
#Product specifications

#Concept generation, selection and testing  
 #Product architecture  
 #Patents and intellectual property

Learning Methods: Lectures and projects

Assessment Methods: Project report and presentation

Bibliography: Product Design and Development by Ulrich and Eppinger.  
 In addition to the handouts and the selected articles provided by the lecturers.

## **(KBW028) New Trends in Leadership and Management**

Credits: 5 cr                                  Timing: 2nd - 4th yr

Learning Objectives: Knowledge capital providing a competitive edge will be emphasised during this course, while providing students with a grounding in quality leadership, activity-based management in business leadership and the significance of leadership and management in the implementation of an organisation's basic tasks.

Contents: Knowledge capital, quality leadership, activity-based management and accounting, leading and leadership

Learning Methods: Independent studying in the virtual studying environment using books concerning the subject. Students may also write an essay on another agreed theme linked to the subject.

Assessment Methods: Long essay

Bibliography: Possible sources for the long essay:  
 Ståhle, Grönroos, Dynamic Intellectual Capital  
 Juran's Quality Handbook (luvut 1 - 17, 35 ja 36)  
 Cookins G., Activity Based Cost Management  
 Pirnes U., Enchancing Leadership. The Dynamics of Leadership

## **(KBW029) Management Procedures and Strategies**

Credits: 5 cr                                  Timing: 2nd - 4th yr

Learning Objectives: Students will understand and be able to apply a strategic business control system.

Contents: Use of the balanced scorecard, scores and assessment, information gathering and implementation

Learning Methods: Independent studying in the virtual studying environment using books concerning the subject. Students may also write the essay on a theme related to the subject and agreed with the teacher.

Assessment Methods: Long essay

Bibliography: Kaplan, Norton, The Balanced Scorecard  
 Aaker D., Developing Business Strategies  
 Internet sources

**(KBW030) Organizational Psychology**

Credits: 3 cr    Timing: 2nd - 4th yr

Learning Objectives: This course provides in depth knowledge of organisational behaviour.

Contents: The role and responsibility of leadership in conflict situations, dealing with problems in the work community, work satisfaction, encouragement, reward and skills development.

Learning Methods: Independent studying in the virtual studying environment using books concerning the subject. Students may also write the essay on a theme related to the subject and agreed with the teacher.

Assessment Methods: Long essay

Bibliography: To be announced and internet sources

**(KBW012) Risk Management**

Credits: 3 cr    Timing: 2nd - 4th yr

Learning Objectives: Students will be conversant with the concept of risk management and the risk management process. They will be able to identify, assess and manage business risks. Students will complete a risk management plan of a real or fictitious company according to the instructions given on the course pages.

Contents: Risk management, the risk management process. Identification, assessment and management of business risks.

Learning Methods: Online course

Assessment Methods: Completed risk management plan

Bibliography: Web -course material and other related internet sources

**(KBPF005) Consumer Buyer Behaviour**

Credits: 3 cr    Timing: 2nd yr

Learning Objectives: The aim of this 3 credits module, is to build on the knowledge gained in marketing management and provide students with a broader understanding of consumer buyer behaviour. In particular, its relevance to promotional communication and market research.

Previous Learning: Introduction to Marketing

Contents: Consumer behaviour model  
 Components of behaviour  
 Consumer behaviour in the marketing mix  
 Reference groups  
 Consumer behaviour and market management

Learning Methods: Online discussion and assignments.

Assessment Methods: Online individual assignment and case studies.

Bibliography: Solomon, Bamossy, Askegaard and Hogg 2006. Consumer Behaviour (a European Perspective) 3rd edition.

## **(KBW016) Business Plan**

Credits: 3 cr                      Timing: 2nd - 4th yr

Learning Objectives: The objective of this course is to study the planning targets of the company by means of a business plan. The student is able to complete a business plan.

Contents: Students will complete a Business Plan of a real or fictitious company on a formulated sheet. This course is not for creating the necessary documents of establishing a company.

Learning Methods: Online-course

Assessment Methods: Completed business plan

Bibliography: Web -course material and other related internet sources

## **(KBT12Z) THESIS 15 cr**

### **(KBT001) Thesis**

Credits: 15 cr                      Timing: 4th yr

Learning Objectives: The aim of the thesis is to develop and demonstrate the student's ability to adapt their knowledge and skills to a practical task requiring expertise related to their professional studies. Undertaking the thesis demonstrates the student's ability to work purposefully within their chosen professional field. (Statute 256/95). The essential objective is to develop expertise for working life. The thesis acts as a bridge between academic study and the world of work, easing the student's move into working life. Thesis completion encourages critical, creative and problem solving skills.

Previous Learning: Practical training, Applied Research Techniques, Statistics, Academic Writing, 150 cr accomplished

Contents: Initial thesis seminar (during practical training)

Assessment Methods: Assessment is based on the objectives of the thesis as set out by the university of applied sciences and the different schools of the university of applied sciences, as well as on more general assessment principles. An accepted thesis is assessed on a scale of 1 - 5. The practical applications of the subject area will be particularly noted during assessment. On a school level with a slight variation of emphasis, assessment covers the thesis' written version, its contents, oral presentation, discussion, taking part in seminar sessions, the maturity test and the learning and supervisory process. The ability and development that the student has demonstrated during the completion of his or her thesis is also appraised. Supervisors from the UAS and working life, acting opponents and the authors of the thesis all take part in the assessment process.



**TRAINING****(KBH11Z) PRACTICAL TRAINING 30 cr****(KBH001) Practical Training**

Credits: 30 cr                      Timing: 3rd yr, spring semester

Learning Objectives: Practical training provides the student with an insight of the commercial world and an opportunity to apply knowledge gained to practical tasks. It also provides the student with an opportunity to acquire new skills and encourages personal development.

Previous Learning: Before starting the placement the student must have completed basic studies and have earned a minimum of 115 credits. It is recommended that the placement is completed during the spring semester of the 3rd study year.

Contents: Students are required to work as a trainee in a foreign company. Practical training can also be accomplished locally.

- information sessions before and after the practical training period
- 800 hours (about 5 months) practical training to be completed in one uninterrupted period
- training report and tasks

Learning Methods: Application of theory into practice.

Assessment Methods: Participation and reports

Bibliography: See Practical training guide on the internet