Bachelor of Business Administration

• Degree Programme in International Business

SCHOOL OF BUSINESS DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

Head of School	Ms Päivi Auno (autumn 2011) Ms Heli Itkonen (spring 2012)
Head of the Degree Programme	Mr Sami Malm
International Study Office	Ms Nora Müller Ms Kirsi Sievers (on leave of absence 2011 – 2012)

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 colleges 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:

Subject specific competences	Description of the competence
Degree programme in	
International Business	
International Business Awareness	 Ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalisation, the influence of increasing globalisation, international trade systems and financial relations and the role of several principal institutions (e.g. WTO, EU, IMF, World Bank) in international business. Ability to assess the impact of these trends of the international business environment on one's own activities as well on business policy.

Intercultural Adaptability International Operations	 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. Identification of the relevant dimensions of cultures and development of self-awareness of one's own cultural background. Ability to adapt one's behaviour to the standards in other cultures and can maintain an international network essential to one's tasks. Ability to assess processes and make decisions involved in
Management	developing international, i.e. export/import operations, focussing on supply chain management and to explain the meaning and application of key logistical concepts.
International Marketing Management	 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. 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. Ability to create, develop and maintain profitable customer relationships.
International Strategic Management	 Ability to use conceptual and visionary skills to contribute to the development, evaluation and implementation of the internationalisation strategy of a company. Ability to pro-actively seek and commercially evaluate business opportunities for both new and existing products. Risk-taking ability in order to optimise business profit. Ability to write and defend a business plan for a (start-up) company. Ability to perform a variety of cost and revenue calculations and to transform these data into information needed for decision making and budgeting process. Ability to contribute to and evaluate key accounting summaries and investment opportunities.
Organisational Development	 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.

Annual Themes – Study Progress Description

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

1 st year – Observer of Business Operations	 The student has the basic information needed to understand the fundamental processes of business operations, their impact on society, working life and the internationalisation process. understands the basis of entrepreneurship and the principles of profit making. gains knowledge of the theoretical models applied in business operations. has the necessary computer skills and methodological tools needed for data collection, analysis and reporting.
2 nd year – Learner of International Business Operations	 The student is able to outline and evaluate the key patterns and trends in international business activities is able to assess differences between cultures knows the strategies of international marketing
3 rd year – Applicator of Knowledge	 The student is able to apply knowledge in practice learns to plan research and business activities deepens his/her knowledge of international business
4th year - Developer of Business Operations	 The student is able to develop business activities by implementing the latest findings in the field

Structure of Studies

Basic Studies (61 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 (89 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 27 credits of Further 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 115 credits. 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 32 credits of compulsory language study. Language studies should comprise three different languages (Finnish students: English, Swedish and a new language, foreign students: English, Finnish and a new language). English is the language of teaching in the degree programme. However, all students must also acquire a minimum of 12 credits in English language studies. Foreign students must also accomplish 12 credits of Finnish language within their compulsory language studies. All students should have a minimum of 8 credits (5 cr beginners course + 3 cr intermediate/advanced studies) in a third foreign language. Language studies are therefore structured as follows in the Degree Programme in International Business (in English):

Finnish Students		Foreign Students	
English	12 cr	English	12 cr
Finnish	6 cr	Finnish	12 cr
Swedish	6 cr	Foreign Language	$8 \operatorname{cr} (5+3)$
Foreign Language	$8 \operatorname{cr} (5+3)$		

Foreign language courses which can be offered at this level 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 start another new language during the second year.

Progress Chart

1 st year	2 nd year	3 rd year	4 th year
 Business Activities Operational Environment Methodological Studies Communication Studies I Personal Development Programme 	 International Business Activities Communication Studies II Further Specialisation Studies Foreign Studies 	 Further Specialisation Studies Free-choice Studies Practical Training Thesis 	 Thesis and Maturity Test Further Specialisation Studies Free-choice Studies

THE COURSE CONTENT FOR THE DEGREE PROGRAMME IN INTERNATIONAL BUSINESS (2011)

BASIC STUDIES 61 CR

KBBA3Z	Business Activities	27 CR
KBBA001	Introduction to Business Operations	3 cr
KBBA002	Introduction to Management Accounting	5 cr
KBBA003	Introduction to Business Law	3 cr
KBBA012	Introduction to Marketing	4 cr
KBBA009	Introduction to Management	5 cr
KBBA006	Project Management	3 cr
KBBA010	Supply Chain Management	4 cr
KBBO3Z	Operational Environment	7 CR
KBBO005	Economics	4 cr
KBBO003	International Economics	3 cr
KBBM4Z	Methodological Studies	10 CR
KBBM005	Basics of Hardware and Software	4 cr
KBBM002	Office applications	3 cr
KBBM004	Business Mathematics	3 cr
KBBC4Z	Communication Studies	14 CR
KBBC003	English: Basics of Business English	3 cr
	Foreign Language *	5 cr
	Finnish Students	
KBBC001	Business Finnish	3 cr
KBBC005	Swedish: Svenska i affärslivet I	3 cr
	Foreign Students	
KBBC004	Finnish for Foreigners I	6 cr
KBBD6Z	Personal Development Programme	3 CR
KBBD002	Personal Development Programme	3 cr

* Note: Foreign language courses are optional courses. The courses, which can be offered at this level are French, Spanish, Italian, Russian, Chinese and German languages. Every student is expected to choose one language at the beginning of their studies. Students' choices are binding! Please note that optional courses can only be offered if a course is selected by a minimum of 15 students.

PROFESSIONAL STUDIES 89 CR

KBPI5Z	International Business Activities	37 CR
KBPI001	International Management	3 cr
KBPI015	Financial Accounting	4 cr
KBPI012	Strategic Management	3 cr
KBPI004	International Marketing	5 cr
KBPI005	International Business Law	3 cr
KBPI010	Business Projects	6 cr
KBPI007	Export and Import Routines	3 cr
KBPI003	Strategic Marketing Management	3 cr
KBPI016	Finance	4 cr
KBPI017	Product Development 1	3 cr
KBPM7Z	Methodological Studies	7 CR
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KBPM001	Applied Research Techniques	4 cr
KBPM002	Statistics	3 cr
		10.07
KBPC9Z	Communication Studies	18 CR
KBPC001	English: Intercultural Communication	3 cr
KBPC002	English: Business Communication Skills	3 cr
KBPC003	English: Academic Writing	3 cr
RDI C005	Foreign Languages (continued studies)	3 cr
	r orongin Duniguugos (continued studios)	5 01
	Finnish students:	
KBPC008	Swedish: Svenska I Affärslivet 2	3 cr
KBPC006	Academic Finnish	3 cr
	Foreign students:	
KBPC005	Finnish for Foreigners II	3 cr
KBPC007	Finnish for Foreigners III	3 cr
KBPF9Z	Further Specialisation Studies **	27 CR
	Further Specialisation Studies	27 CK
KBPF013	European Business	4 cr
KBPF002	Russian Business	5 cr
KBPF005	Consumer Buyer Behaviour	3 cr
KBPF007	Services Marketing	3 cr
KBPF012	Marketing Research	3 cr
KBPF003	Selling and Sales Management	3 cr
KBPF010	Advertising and Marketing Communications	3 cr
KBPF011	Quality Management	3 cr
	ICE STUDIES	15 CR
PRACTICA	L TRAINING	30 CR
THESIS		15 CR

** Recommended to be taken abroad.

COURSE DESCRIPTIONS FOR THE DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

BASIC STUDIES

(KBBA3Z) BUSINESS ACTIVITIES 27 cr

(KBBA001) Introduction to Business Operations

Credits:	3 cr	Timing:	1st yr
Learning Objectives			ew of business. Understand, in general, all n business functions.
Previous Learning:	The course assumes	no prior knowledge o	of business.
Contents:	ownership, Manager	nent, Overview of bu	, Interest groups, Legal forms of siness functions (operations, human , Money and Financial markets.
Learning Methods:	Lectures, group wor	k, case studies and ex	ercises
Assessment Methods:	Active participation,	Final examination	
Bibliography:	Nickels, McHugh, U	Inderstanding Busine	ss 8th edition

(KBBA002) Introduction to Management Accounting

Credits:	5 cr	Timing:	1st yr
Learning Objectives		0 1	ofitability and learn how to make nning, decision-making and control.
Contents:	General terms and aims in management accounting Economic balance: profitability, solidity and liquidity Cost-volume-profit analysis Short-term calculations, planning and controlling methods Long-term calculations: investments Budgeting Balanced scorecard Activity based costing		
Learning Methods:	Lectures and exercise	ses	
Assessment Methods:	Exercises and exam	S	
Bibliography:	To be announced		
(KBBA003)	Introduction to	o Business Law	

Credits:	3 cr	Timing:	1st yr
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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 the legal environments
of business.

Contents:	Sources of law The law of obligations Contract law Business law Labour law
Learning Methods:	Lectures, exercises
Assessment Methods:	Exam
Bibliography:	Surakka, Aapo: Access to Finnish Law, WSOY

(KBBA012) Introduction to Marketing

Credits:	4 cr	Timing:	1st yr
Learning Objectives	and the strategies av marketing and its de	ailable to achieve its velopment into a bus	erstanding of marketing, its role in business objectives. It examines the origins of siness philosophy in an international er marketing studies.
Previous Learning:	Introdcution to Busi	ness Operations	
Contents:	Consumers behavior Segmentation, target	· · · · · · · · · · · · · · · · · · ·	Market research, Marketing mix strategies,
Learning Methods:	Lectures, seminar pr	resentations, case stud	dies, class discussion, written exercises.
Assessment Methods:	Active participation,	, group presentation,	case studies discussions, Final examination
Bibliography:	Kotler & Armstrong	, 2006. Introduction	to Marketing (12e)

(KBBA009) 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 organisational perspective, with the focus on human behavior and organizational structures and processes.
- Contents: Foundations of management Cognitive processes of organizational behavior Dynamics of organizational behavior Organization design, change and innovation Managing and leading for high performance

Learning Methods: Lectures, case study, and group exercises

Assessment Methods:	Mid term and final e	xam	
Bibliography:		Principles of Manage on to Management; L	ement uthans, Organizational Behavior
(KBBA006)	Project Manage	ement	
Credits:	3 cr	Timing:	1st yr
Learning Objectives	The student will ado business and admini		f goal-oriented working used both in
Contents:	Project Characteristi Project Management Areas of Expertise N		team
Learning Methods:	Lectures, practical ex	xercises. Partly R&D	studies.
Assessment Methods:	Exam and group wor	rk	
Bibliography:		ect Management, Bod te. Material provided	y of Knowledge (Third Edition),Project by the lecturer
(KBBA010)	Supply Chain N	Management	
(KBBA010) Credits:	Supply Chain N 4 cr	Management	1st yr
Credits:	4 cr : This course is an intr	Timing: roduction to the supp	1st yr ly chain concept and an opportunity to to improve an organization's overall
Credits: Learning Objectives	4 cr This course is an intr explore the manager	Timing: roduction to the supp nent of supply chains	ly chain concept and an opportunity to
Credits: Learning Objectives	4 cr This course is an intr explore the manager supply efficiency.	Timing: roduction to the supp nent of supply chains agement tics chain ity management	ly chain concept and an opportunity to
Credits: Learning Objectives Previous Learning: Contents:	4 cr This course is an intr explore the manager supply efficiency. Introduction to Mana The context of logist Planning the supply Purchasing and qual Inventory management	Timing: roduction to the supp nent of supply chains agement tics chain ity management ent	ly chain concept and an opportunity to
Credits: Learning Objectives Previous Learning: Contents:	4 cr This course is an intre- explore the manager supply efficiency. Introduction to Mana The context of logist Planning the supply Purchasing and qual- Inventory managered Logistics strategies Lectures, case study.	Timing: roduction to the supp nent of supply chains agement tics chain ity management ent , and group exercises	ly chain concept and an opportunity to

(KBBO3Z) OPERATIONAL ENVIRONMENT 7 cr

(KBBO005) Economics

Credits:	4 cr	Timing:	1st yr
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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, firm's output decision, market structures, and resource allocation. In macroeconomics, the objective is to increase students' knowledge and broaden their economic views 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.
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) Firsm output decision, and markets structure. Government, Tax, and welfare economics Factor market National accounts Determination of national outputs Money Economic policies
Learning Methods:	Lectures, and class exerecises
Assessment Methods:	Final examination
Bibliography:	Parkin, Powell & Matthews, 2008, Economics,7th edition and Begg, Vernasca, Fischer & Dornbusch, 2011, Economics, 10th edition.

(KBBO003) International Economics

Credits:	3 cr	Timing:	1st yr

Learning Objectives: The course capitalizes on the economic knowledge gained from introduction to economics course, and extends this knowledge further to the international level. The main objective is to understand the reasons for, and economic benefits of trade; the economic impact of tarrif and non-tarrif trade barriers, the effect of international trade on currency exchange rate and balance of payment, in addition to familiarizing students with the key international economic organizations and their roles in shaping international trade and globalization.

Previous Learning: Introduction to economics

Contents: Absolute/Comparative advantage trade theories, factors endowment theory, D/S economic welfare model, trade barriers, and levels of economic integration, balance of payment, and the determinants of exchange rates and exchange rate systems, International economic organizations.

Learning Methods: Lectures, excercises, group assignments and presentations.

Assessment Active participation, presentation, written examination Methods:

Bibliography: Sawyer & Sprinkle, International Economics, 2009, 3rd edition and Pugel, International Economics, 2009, 14th edition.

(KBBM4Z) METHODOLOGICAL STUDIES 10 cr

(KBBM005) Basics of Hardware and Software

Credits:	4 cr	Timing:	1st yr
Learning Objectives	program and be able	e to make the layouts d the elementary func	essential functions of a word processing and contents of various business letters. and will be able
Contents:	Basic business letter Special characteristi Introduction to data Hardware and opera	cs of Word processing ting system I presentation graphic	
Learning Methods:	Lectures, practical e	xercises and individu	al use
Assessment Methods:	Exercises, written ex	xam	
Bibliography:	Material provided by	y the lecturer	

(KBBM002) Office Applications

Credits:	3 cr	Timing:	1st yr
Learning Objectives	s:Students will be abl life.	e to use microcomput	ters as a common tool in everyday working
Previous Learning:	Completion of Basic	c Studies	
Contents:	Spreadsheets: Sheets, formulas, fu Computing today Data security	nctions and graphics	
Learning Methods:	Lectures, practical e	exercises and individu	al use of the computer
Assessment Methods:	Exercises, written e	xam	
Bibliography:	Material provided b	y lecturer	
(KBBM004)	Business Math	ematics	
Credits:	3 cr	Timing:	1 st 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:		mathematical operation and its economic	ions needed in business mathematics applications

	Currency calcu	lation	
		calculation and its ap rest calculation and it	
	Economic func	tions (formation and	optimising)
Learning Methods:	Lectures and ex	ercises	
Assessment Methods:	Exam and exerc	cises	
Bibliography:	Pulkkinen P., H	lolopainen M., Keinä	nen K., Business Mathematics (2006)
(KBBC4Z)	COMMU	NICATION S	TUDIES 14 cr
(KBBC003)	English: Ba	sics of Business	English
Credits:	3 cr	Timing:	1st yr
Learning Objective	vocabulary thro		en communication skills and business ousiness settings providing an overview of aking world.
Previous Learning:	Proficiency test	:	
Contents:	Grammar surge Business and so Describing busi Formal written Application, CV Introduction to Report writing	ociety iness trends language V	
Learning Methods:	Small group sea Written and list		roup work. Oral company presentatation.
Assessment Methods:	Continuous ass	essment, written assig	gnment, or al presentation and exam
Bibliography:	Handouts		
(KBBC001)	Business Fi	nnish	
Credits:	3 cr	Timing:	1st yr (for Finnish speaking students)
Learning Objective		situations with confi	usiness and public administration dence both in writing and orally, using the
Previous Learning:	Word Processir	ng	
Contents:	public speaking Academic and J Outlining a spe	and use of voice professional speeches	

	Reporting, Meeting, Negotiations
Learning Methods:	Lectures, practical exercises
Assessment Methods:	Oral and written exams, business letters and written exercises
Bibliography:	Andersson, Kylänpää: Käytännön puheviestintä Repo, Nuutinen: Viestintätaito

(KBBC005) Swedish: Svenska i affärslivet 1

Credits:	3 cr	Timing:	1st yr
Learning Objectives	Students will mainta tasks.	ain and develop the S	wedish language skills for use in business
Previous Learning:	Proficiency test		
Contents:		spoken Swedish in the nd contents of studie ons	*
Learning Methods:	Small group teachin	g	
Assessment Methods:	Continuous assessm	ent, oral presentation	, written tasks, exam
Bibliography:	J.Tolkki-M.Öhman Perspektiv		

(KBBC004) Finnish for Foreigners I

Credits:	6 cr	Timing:	1st yr
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Learning Objectives: To teach students the skills needed in everyday communication in Finnish and to familiarise students with the Finns, their customs, the country and society.

Contents:	Pronunciation, syllable division and other general things about the language Greeting and introductions Language skills, working, living, studying Numerals: time, prices, banking Asking simple questions and understanding instructions Travelling Food, making orders at a restaurant Shopping The school system Basic geography of Finland Finnish cuisine
Learning Methods:	Communicative, practical approach and group work
Assessment Methods:	Class work and written or/and oral exam
Bibliography:	Facts about Finland, Hämäläinen, Aletaan

Kenttälä, Kieli käyttöön

(KBBD6Z) PERSONAL DEVELOPMENT PROGRAMME 3 cr

(KBBD002) Personal Development Programme

Credits: 3 cr Timing: 1st yr

Learning Objectives: The aim of this program is to provide students with the tools that will ensure a successful commencement of 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.

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

PROFESSIONAL STUDIES

(KBPI5Z) INTERNATIONAL BUSINESS ACTIVITIES 37 cr

(KBPI001) International Management

Credits: 3 cr Timing: 2nd - 3rd 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:	Impact of globalization; cultural considerations; Implications for organisational systems and HRM.	
Learning Methods:	Lectures, case study, research project.	
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Assessment Report, presentation and exam. Methods:

Bibliography:	Hodgetts, Luthans: International Management, Culture, Strategy and Behaviour (6th edition; Hofstede G., Cultures Consequences; Trompenaars and Hampden-Turner; Riding the Waves of Culture		
(KBPI015)	Financial Acco	unting	
Credits:	4 cr	Timing:	2nd yr
Learning Objectives	of financial statement	nts. Students will be a	o financial accounting and the preparation acquainted with financial analysis, its anies' financial performance and position.
Previous Learning:	Introdcution to busing	ness operations.	
Contents:	The role of financial accounting, and usage of Financial statement. The accounting cycle and the 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 accouting examination and analysis assignments.		
Bibliography:	Material will be pro	vided by lecturer.	
(KBPI012)	Strategic Mana	agement	
Credits:	3 cr	Timing:	2nd yr
Learning Objectives	process. In addition, strategies of busines level and forms of b	, students will be intro s operations, whilst c	nts' understanding of the global business oduced to both the framework and considering competitiveness on a global across national boundaries, business business arena.
Previous Learning:	Introduction to Man	agement	
Contents:	Strategic analysis Strategic formulatio Strategic implement		
Learning Methods:	Lectures, case studie	es, and research proje	ects
Assessment Methods:	Reports, presentatio	n and final exam	
Bibliography:	Dess, Lumpkin, Eis	ner, Strategic Manag	ement (text and cases)

(KBPI004) International Marketing

Credits:	5 cr	Timing:	2nd yr
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Learning Objectives: The course is designed to provide students with an introduction to international marketing. On completion, this course will provide a solid 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 four P's to global marketing.
Previous Learning:	Introduction to marketing course completion of other basic studies
Contents:	Framework of international marketing International environmental analysis Culture Models of market entry Internationalisation of the marketing mix Development of international marketing strategies
Learning Methods:	Lectures, case-studies and project
Assessment Methods:	Case-studies, Group assignment, project report and examination.
Bibliography:	Cateora, Graham, International marketing Keegen and Green, Global marketing Mc Auley, International Marketing, consuming globally, thinking locally Czinkota, Ronkainen: International Marketing. Journal articles.

(KBPI005) International Business Law

Credits:	3 cr	Timing:	2nd - 3rd yr
Learning Objectives	The course will provide students with the general knowledge of the legal framework of global business. Apart from dealing with current legal rules and regulations affecting international business operations students will be exposed to new developments and trends that will change the structure of future business transactions. In addition, analysis of selected markets shall be conducted. International and comparative law		
Contents.	Responsibilities of s Sales Dispute settlement Foreign investment Intellectual property	state	
Learning Methods:	Web -course		
Assessment Methods:	Web exercises and e	exam	
Bibliography:	August, R., Internat	ional Business Law, I	Prentice Hall
(KBPI010)	Business Proje	cts	

Credits: 6 cr Timing: 2nd yr

Learning Objectives: The main task is to offer students the possibility to learn from a practical point of view, how business ideas are generated, how business plans are made & how to turn plans into a profitable business venture. Students will learn the basis of entrepreneural activities and the principles of profit making.

Previous Learning:	1st year Basic Studies
Contents:	Business ideas Business plan Capital generation Basis of profit making, Business operation, Marketing, Creativity, Teamwork Problem solving.
Learning Methods:	Lectures, Practical project work to be accomplished in a team.
Assessment Methods:	Presentation and report of Business Plan.
Bibliography:	Mariotti and Glackin Entrepreneurship: Starting and Operating a Small Business, 2nd edition Zimmerer,Scarborough and Wilson Essentials of Entrepreneurship and Small Business Management, 5th edition

(KBPI007) Export and Import Routines

Credits:	3 cr	Timing:	2nd yr
Learning Objectives	To familiarize the st export/import trade.		routines and procedures in the
Contents:	Entry strategies, dist Quotations Incoterms Terms of payment Documents in foreig Transportation Customs clearance Insurance	tributorship and ageno	cy contracts
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Learning Methods:Online studiesAssessment
Methods:Short tasks and assignmentsBibliography:Course material in the virtual study environment and internet

(KBPI003) Strategic Marketing Management

Credits: 3 cr Timing: 2nd 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 processes 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 Marketing, introduction to Management, and Management accounting.

Contents:	Business and Marketing Strategic management, Strategic analysis of internal and external environment, segmentation and opportunity analysis, market strategies, product/branding, promotion, distribution, and promotion strategies. Strategic Marketing planning, and implementation of integrated marketing program.
Learning Methods:	Lectures, case studies presentations and discussions, and Web-based Strategic Marketing Simulation.
Assessment Methods:	Active participation in sessions, case studies presentations' discussions, Active and continuous role in the Simulation rounds, Final examination
Bibliography:	Kerin. Peterson, Strategic Marketing Problems (cases and comments) Aaker D. A, Strategic Market Management, 2007, Wiley and Sons.

(KBPI016) Finance

Credits:	4 cr	Timing:	2nd or 3rd yr
Learning Objectives	s: Understanding the role of finance as a business function, and the factors influencing financial decisions. Gaining knowledge of financial markets and their effects on financial decisions.		
Previous Learning:	Business mathemati accounting.	cs, office application	, economics, Statistics, management
Contents:	Basics of banking Basics of financing Assets valuation me Capital structure dec	thods and techniques cision and impact on	
Learning Methods:	Lectures, exercises		
Assessment Methods:	Assignments, final e	exam	
Bibliography:	To be announced lat	er	

(KBPI017) Product Development 1

Credits: 3 cr Timing: 3rd yr

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 on 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 year 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. Product development 2 course is an automatic continuation of this course
Bibliography:	Product Design and Development by Ulrich and Eppinger. In addition to the handouts and the selected articles provided by the lecturers.

(KBPM7Z) METHODOLOGICAL STUDIES 7 cr

(KBPM001) Applied Research Techniques

Credits:	4 cr	Timing:	2nd yr	
Learning Objectives	es: To provide students with a thorough understanding of research methods and their applications to applied research and development processes and their relevance to specific business decisions whilst providing the basis for the study of statistical analysis procedures.			
Previous Learning:	Completion of basic	studies		
Contents:	Introduction to marketing research The marketing research process The marketing research industry Defining the problem and determining research objectives Research design Using secondary data and online information databases			
Learning Methods:	Lectures, case study, exercises and research project			
Assessment Methods:	Group research project, individual end of period exam or essay			
Bibliography:	Marketing research, Basic marketing rese		oft Excel data analysis,Burns and Bush	

(KBPM002) Statistics

Credits:	3 cr	Timing:	2nd - 3nd yr
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Learning Objectives: The general aim of this course is to improve understanding of theoretical research and practical problem solving, and how to collect information and how systematic the collection of information should be as well as the use of primary and secondary data. On completing this course students will be able to use statistical parameters, the most common statistical methods, the foundation of hypothesis testing and interpretation of results.

Previous Learning:	Proficiency test or a recognised refresher course pass
Contents:	Uni-bidimensional distribution tables and statistical parameters Graphical presentation of statistics Dependency: correlation analysis, regression analysis Hypothesis testing and general tests The use of data analysis by doing exercises with software packages
Learning Methods:	Lectures, classroom practical exercises and the individual use of the SPSS -program Teaching language: English
Assessment Methods:	Exam and exercises, SPSS -assignment
Bibliography:	To be announced

(KBPC9Z) COMMUNICATION STUDIES 18 cr

(KBPC001) Intercultural Communication

Credits:	3 cr	Timing:	2nd yr
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Learning Objectives: The course aims to provide students with a theoretical and experimental framework for intercultural communication from an interdisciplinary perspective and to increase their problem solving skills and communication skills with people from different cultural backgrounds in national, international and multicultural settings of study and work.

Contents:	Inter-cultural communication Culture is communicationCommunication is culture Identify Concepts of culture Models used to portray and measure cultural norms. Internationalisation and cultural identity National Characteristics: Finnish/German/British (Also dependant upon participants) Stereotypes and culture shock Business culture environment Intercultural encounters: Dimensions used when comparing communication across cultures
Learning Methods:	The course is based on the open learning approach, including face-to-face tuition, self-directed autonomous learning and project work emphasising co-operative learning
Assessment Methods:	Continuous assessment, oral presentation & report

Bibliography: Richard D Lewis, "When cultures collide", changing successfully across culture

(KBPC002) Business Communication Skills

Credits: 3 cr Timing: 2nd - 3rd 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 Continuous assessment, written assignments, written exam Methods:

(KBPC003) Academic Writing

Credits: 3 cr Timing: 1st yr

Learning Objectives: The student will improve his/her professional writing skills

Contents:	Grammar surgery Punctuation Coherence Style and appropria Reporting Summarising Table of contents Quoting, reference				
Learning Methods:	Small group session	Small group sessions			
Assessment Methods:	Continuous assessr	nent, assignments, w	ritten exam		
Bibliography:	Compiled study ma	aterial			
(KBPC008)	Swedish: Sven	iska i affärslivet	t 2		
Credits:	3 cr	Timing:	2nd yr (for Finnish speaking students)		
Learning Objective		sound skills in Swedi d written business co	sh for sales and marketing purposes as well mmunication tasks.		
Previous Learning:	Svenska i affärslive	Svenska i affärslivet I			
Contents:	Customer service and telesales Product presentation and trade fairs Marketing communication, consumer protection Distribution Business communication				
Learning Methods:	Small group teaching				
Assessment Methods:	Continual assessment, oral presentation and written exam				
Bibliography:	To be announced				
(KBPC006)	Academic Fin	nish			
Credits:	3 cr	Timing:	3rd yr (for Finnish		

speaking students)

Learning Objectives: To improve the students' writing skills for their thesis in Finnish

Contents:	Finnish academic writing for Finnish speaking students before the thesis: Meaning and syntax Accuracy, text analysis Guide to compiling a text
Learning Methods:	Small group sessions
Assessment Methods:	Lectures, practical exercises, text analyses
Bibliography:	Hirsjärvi, Remes, Sajavaara, Tutki ja kirjoita Lappalainen, Opinnäyteohjeita Iisa, Oittinen, Piehl, Kielenhuollon käsikirja

(KBPC005) Finnish for Foreigners II

Credits:	3 cr	Timing:	1 st yr
Learning Objectives	: To improve commu	nication skills in the	Finnish language
Previous Learning:	Finnish for Foreigne	ers I	
Contents:	This unit builds on t	he knowledge gained	l in Finnish for Foreigners I
Learning Methods:	Small group session	S	
Assessment Methods:	Active participation	in class activities, w	ritten and oral tests
Bibliography:	Kangasniemi, Suom Hämäläinen, Jatketa	en kielen tikapuut jat an	kotaso 1

(KBPC007) Finnish for Foreigners III

Credits:	3 cr	Timing:	3rd yr
Learning Objectives	:To improve commu	nication skills in oral	and written Finnish
Previous Learning:	Finnish for Foreigne	ers I - II	
Contents:	This unit builds on t	he knowledge gained	in Finnish for Foreigners I - II
Learning Methods:	Small group session	s	
Assessment Methods:	Active participation	in class activities, wr	itten and oral tests
Bibliography:	Kangasniemi, Suom	en kielen tikapuut 2	

(KBPF9Z) FURTHER SPECIALISATION STUDIES 27 cr

(KBPF013) European Business

Credits:	4 cr	Timing:	2nd yr	
Learning Objectives	es: 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, busines	s law, International E	conomics	
Contents:		environment, the Euro European business see	opean Union as a business regulator, ctors.	
Learning Methods:	Lectures and semina	ars. Seminars based c	ourse.	
Assessment Methods:	Seminar presentatio	ns, discussions and ca	ase study assignments.	
Bibliography:	Economics of Europ	-	010, 2nd edition; Baldwin & Wyplosz, The edition and Nello, The European Union 3rd edition.	

(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:	Web exercises, written reports, presentation, (study trip) and exam			
Bibliography:	Reading list/material provided by lecturer			
(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:	Web based tasks and assignments
Assessment Methods:	Web based individual assignment and case studies.
Bibliography:	Solomon et al. Consumer behaviour (a European perspective) 3rd edition,

(KBPF007) Services Marketing

Credits: 3 cr Timing: 2nd - 3rd 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.

Previous Learning: Basic studies

Contents:	The service product The service encounter Services buying behaviour Service positioning and targeting Service quality Making services accessible to consumers The pricing of services Promoting services Managing capacity Service scapes
Learning Methods:	Lectures, case studies, class discussions
Assessment Methods:	Group and individual assignments, case studies
Bibliography:	Palmer, A., Principles of Services Marketing. McGraw Hill, London. Additional reading provided by lecturer

(KBPF012) Marketing Research

Credits: 3 cr Timing: 3rd yr

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

Previous Learning: Applied Research Techniques Statistics Introduction to Marketing International Marketing Strategic Marketing Management Business Mathematics

Contents: The nature of marketing research Planning the marketing research Primary and secondary data Sampling Surveys Measurement and scaling Questionnaire design

	Online marketing research
Learning Methods:	Lectures, case discussion and research project
Assessment Methods:	Participation, research assignment
Bibliography:	Marketing Research 6ed by Alvin Burns and Ronald Bush Prentice Hall

(KBPF003) Selling and Sales Management

Credits:	3 cr	Timing:	2nd yr	
Learning Objectives	bjectives: 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, Consumer Buyer Behaviour, Intercultural Communication, Strategic Marketing management			
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 exer	cises, role play.		
Assessment Methods:	Group presentation a	and assignment		
Bibliography:	Hall, U.K.	hristina Heavrin, JD.	ng and Sales Management, 2000. Prentice Negotiating Essentials; Theory, Skill &	

(KBPF010) Advertising and Marketing Communications

Credits: 3 cr Timing:	3rd yr
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Learning Objectives: This course introduces students to the framework of advertising and marketing communications, by defining the marketing communications environment and theory and examining the effect of mass media advertising and communications on marketing.

Previous Learning: Basic Studies

Contents: Advertising and marketing communications environment and theory The structure, size and significance of the mass media The role of an advertising agency The role of sales promotions The client/agency relationship EU legislation of advertising and marketing communications Ethical and social responsibilities

Learning Methods: Lectures, case study, and research project

Assessment Methods:	Presentation, research report			
Bibliography:	Smith, Taylor, Marketing Communications: An Integrated Approach.			
(KBPF011)	Quality Management			
Credits:	3 cr	Timing:	3rd yr	
Learning Objectives	The course introduces the concept of quality management and its process, models and applications.			
Previous Learning:	Basic Studies			
Contents:	Foundations of quality ISO 9000 quality management systems Quality management tools and techniques Implementing quality management Applications of quality management			
Learning Methods:	Lectures, case study	, and exercises		
Assessment Methods:	Participation, group work and study portfolio			
Bibliography:	TQM Text with Cases by John Oakland, Butterworth Heinemann			
(KBW10Z)	FREE CHOICE STUDIES 15 cr			
(KBW001)	Asian Business			
Credits:	3 cr	Timina		
		Timing:	2nd - 3rd yr	
Learning Objectives	systems in several m China; the business on the cultural aspec understanding of the course provides stud	provide students with hajor Asian markets li- environments within of Asian societies. I important issues tha	a general understanding of the business ike Japan, Korea, Singapore, Greater which they operate with a special emphasis In addition, it provides a general t business managers face in the region. The about how business is conducted and how	
Learning Objectives Previous Learning:	systems in several m China; the business on the cultural aspec understanding of the course provides stud	provide students with najor Asian markets li- environments within et of Asian societies. I important issues tha lents with knowledge operate in this environ	a general understanding of the business ike Japan, Korea, Singapore, Greater which they operate with a special emphasis In addition, it provides a general t business managers face in the region. The about how business is conducted and how	
	systems in several m China; the business of on the cultural aspect understanding of the course provides stud foreign companies of Introduction to Man The Far East A comparative revie Strategic importance Strategy formulation Asia as a market Asian business logic Competition patterna	provide students with hajor Asian markets li- environments within et of Asian societies. I e important issues tha lents with knowledge operate in this environ agement ew of historical and cu e of Asia Pacific n for Asia Pacific	a general understanding of the business ike Japan, Korea, Singapore, Greater which they operate with a special emphasis In addition, it provides a general t business managers face in the region. The about how business is conducted and how ment.	
Previous Learning: Contents:	systems in several m China; the business of on the cultural aspect understanding of the course provides stud foreign companies of Introduction to Man The Far East A comparative revie Strategic importance Strategy formulation Asia as a market Asian business logic Competition patterna	provide students with hajor Asian markets li- environments within et of Asian societies. I e important issues tha lents with knowledge operate in this environ agement ew of historical and cu e of Asia Pacific n for Asia Pacific s in business operation s in global partnership	a general understanding of the business ike Japan, Korea, Singapore, Greater which they operate with a special emphasis In addition, it provides a general t business managers face in the region. The about how business is conducted and how ment. ultural background of major players	

Methods:

Bibliography:	Lasserre, P, Hellmut Schutte H., Strategies for Asia Pacific Meeting New
	Challenges
	Sonia El Kahal, Business in Asia Pacific Text and Cases
	Other materials, articles as deemed appropriate

(KBW003) Marketing Strategies for High-Tech Markets

Credits:	3 cr	Timing:	3rd - 4th yr
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Learning Objectives: The objective of this 3 cr course is to identify the special marketing requirements of high technology products and services. These requirements will be revealed through a thorough analysis of the various aspects of high technology markets. Enabling students to plan and apply specific marketing techniques within this challenging environment.

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

Contents:	Overview of high tech markets		
	Differentiate high tech markets from consumer and industrial markets		
	The high tech marketing mix		
	Specialised techniques required to market high tech products		
	Strategy formulation for high tech markets		
	Strategy application		

Learning Methods: Case studies, written exercises, reading assignments, web based exercises

Assessment Individual book exam, group assignment Methods:

Bibliography: Mohr. J, Sengupta. S, Slater. S, "Marketing of high technology products and innovations" 2004, Prentice Hall

(KBW011) Digital Photo Manipulation

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

Learning Objectives: To familiarize students with basic photo manipulation so they learn how to use photos in publications, advertising and web sites.

Contents:	Color theories, vector- and bitmap graphics Basics of PaintShop Pro - basic-, editing- and drawing tools Layers, masks and effects Layout planning - photo design and composition Evaluating publications Digital cameras and scanners Panorama pictures Picture copyrights A lot of photo manipulation exercises
Learning Methods:	Lectures, group work, practical exercises and presentations
Assessment Methods:	Return tasks, computer based exam

Bibliography:	Huss David, Davis Lori J., Corel Paint Shop Pro X The Official Guide			
(KBW016)	Business Plan			
Credits:	3 cr	Timing:	2nd - 4th yr	
Learning Objective			he planning targets of the company by able to complete a business plan.	
Contents:	formulated sheet. T	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	s plan		
Bibliography:	Web -course materi	Web -course material and other related internet sources		
(KBW017)	Principles of Tourism			
Credits:	6 cr	Timing:	2nd - 4th yr	
Learning Objective	s:Students will gain k	knowledge of the prir	nciples of tourism in Finland and abroad.	
Contents:		or and tourism demar s of tourism demand orism impact of tourism n	nd	
Learning Methods:	Lectures, small group work, workshops			
Assessment Methods:	Exam, course work, assignments, continual assessment and exercises			
Bibliography:	Course book: Cooper, Fletcher, Gilbert, Shepherd & Wanhill: Tourism, Principles and Practice (2008) Charles R, Goeldner J.R, Brent R: Tourism, Principles, Practices, Philosophies (2006) Further reading/material will be provided by lecturer			
(KBW021)	Introduction to	o Nature and A	ctivity Tourism	
Credits:	5 cr	Timing:	2nd - 4th yr	
Learning Objective	tourism and learn to		and complexity of nature and activity us aspects of managing successful services	
Contents:	Principles of nature	and sport tourism		

	Nature and sport tourism in Finland Markets and demand Tourism and nature conservation Legal issues Destinations and venues Wildlife tourism Facility site management Map reading
Learning Methods:	Lectures, group work, excursions. Visits to genuine activity sites will be included whenever possible.
Assessment Methods:	Exam, assignments, course work and presentations
Bibliography:	 Bell et al. 2007. Outdoor Recreation and Nature Tourism. Newsome,D., Moore, S.A. and Dowling, R. K. 2002. Natural Area Tourism Saarinen,J. & Hall, C.M. 2004. Nature Based Tourism Research in Finland: Local Contexts, Global Issues Standeven & De Knop. 1999. Sport Tourism Ritchie, B.W. & Adair,D.(eds.) 2004. Sport Tourism, Interrelationships, Impacts and Issues. Further material provided by lecturer

(KBW154) Product Development 2

Credits:	3 cr	Timing:	3rd yr
Previous Learning:	This course is an aut	comatic continuation	of Product Development 1 course
(KBW012)	Risk Managem	ent	
Credits:	3 cr	Timing:	2nd - 4th yr
Learning Objectives	management process risks. Students will c	s. They will be able to	cept of risk management and the risk o identify, assess and manage business gement plan of a real or fictitious company course pages.
Contents:	Risk management, the risk management process. Identification, assessment and management of business risks.		
Learning Methods:	Online course		
Assessment Methods:	Completed risk man	agement plan	
Bibliography:	Web -course materia	al and other related in	ternet sources

(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, q leading and leadershi		tivity-based management and accounting,
Learning Methods:			ng environment using books concerning say on another agreed theme linked to the
Assessment Methods:	Long essay		
Bibliography:	Possible sources for t Ståhle,Grönroos, Dyn Juran's Quality Hand Cookins G., Activity Pirnes U., Enchancin	namic Intellectual Ca book (luvut 1 - 17, 3 Based Cost Manage	5 ja 36)
(KBW029)	Management P	rocedures and S	Strategies
Credits:	5 cr	Timing:	2nd - 4th yr
Learning Objectives	:Students will underst	and and be able to ap	oply a strategic business control system.
Contents:	Use of the balanced s implementation	scorecard, scores and	assessment, information gathering and
Learning Methods:		may also write the e	ng environment using books conserning ssay on a theme related to the subject and
Assessment Methods:	Long essay		
Bibliography:	Kaplan, Norton, The Aaker D., Developin Internet sources		3
(KBW030)	Organizational	Psychology	
Credits:	3 cr	Timing:	2nd - 4th yr
Learning Objectives	:This course provides	in depth knowledge	of organisational behaviour.
Contents:			n conflict situations, dealing with atisfaction, encouragement, reward and
Learning Methods:		may also write the e	ng environment using books conserning ssay on a theme related to the subject and
Assessment Methods:	Long essay		

Bibliography: To be announced and internet sources

(KBPF005) Consumer Buyer Behaviour

Credits:	3 cr	Timing:	2nd yr
Learning Objectives	management and pro	ovide students with a	ild on the knowledge gained in marketing broader understanding of consumer buyer promotional communication and market
Previous Learning:	Introduction to Mar	keting	
Contents:	Reference Groups		
Learning Methods:	Web based tasks and	d assignments	
Assessment Methods:	Web based individu	al assignment and ca	se studies.
Bibliography:	Solomon et al. Cons	sumer behaviour (a E	uropean perspective) 3rd edition,
(KBSP010)	Basic Spanish	1	
Credits:	5 cr	Timing:	1st - 4th yr
Learning Objectives		0	cills needed in practical everyday situations nation about Spain, its society and culture.
Contents:			cills needed in practical everyday situations nation about Spain, its society and culture.
Learning Methods:	Pair-work, role-play	vs, writing practice	
Assessment Methods:	Active participation	, oral and written exa	ms
Bibliography:	To be announced lat	ter	
(KBSP011)	Basic Spanish 2	2	
Credits:	3 cr	Timing:	1st - 4nd yr
Learning Objectives	Students will mainta with Spanish and Hi		Spanish skills and become more familiar
Previous Learning:	Approved grade for	basic studies or any e	earlier equivalent studies
Contents:	Verb forms. pronouns Travelling, hobbies, shopping Cultural aspects		
Learning Methods:	Pair - work, role-pla	ys and oral presentat	ions
Assessment Methods:	Continuous assessm	ent, written exam	
Bibliography:	To be announced lat	ter	

(KBSP012)	Basic Spanish 3				
Credits:	3 cr	Timing:	1st - 4th yr		
Learning Objectives	and vocabulary, dev	Students will strengthen and widen their knowledge and use of Spanish grammar and vocabulary, develop their spoken Spanish and acquire a variety of knowledge on Spanish-speaking countries and their cultures.			
Previous Learning:	Previously accomple	ished beginners' cours	ses or equivalent studies/knowledge		
Contents:	Verb tenses and more perspectives	ods, family, everyday	and work related situations, cultural		
Learning Methods:	Small group teachin	g			
Assessment Methods:	Continual assessmen	nt, written exam			
Bibliography:	To be announced				
(KBSP013)	Spanish / Espa	ñol en el trabajo	o 1		
Credits:	3 cr	Timing:	1st - 4th yr		
Learning Objectives	assignments in busin	ness, they will also ac	sh for spoken and written communication equire a specialised vocabulary and improve heir speaking and writing skills.		
Previous Learning:	Basic and lower inte	ermediate studies in S	panish or equivalent qualifications		
Contents:	Commercial relations with Spanish speaking countries. Job application Job interviews Spanish and Hispanic culture and business culture, business trips Economic outlook of Hispanic countries				
Learning Methods:	Independent study, s	supervised independe	nt study		
Assessment Methods:	Written exercises, w	ritten and oral exam,	listening test		
Bibliography:	Lindgrén, Savinaine	en, Seppä, Claves del	éxito		
(KBSP014)	Spanish / Espa	ñol en el trabajo	0 2		
Credits:	3 cr	Timing:	1st - 4th yr		
Learning Objectives	Students will be able world.	e to deal with a variet	y of business situations in the hispanic		

Previous Learning: Basic and Intermediate Spanish studies

Contents: The world of business Products and services Marketing

Learning Methods: Independent study, supervised distance learning

Assessment Methods:	Written exercises, written and oral exam, listening comprehension test			
Bibliography:	Lindgrén -Savinainen - Seppä: Claves del éxito			
(KBFR010)	Basic French 1			
Credits:	5 cr	Timing:	1st -4th year	
Learning Objectives			French language in everyday situations. The and describe the French kitchen in a small	
Contents:	Greetings, introducti			
Learning Methods:	Small group learning	5		
Assessment Methods:	Continual assessment, written exam			
Bibliography:	Eevi Nivanka, Soile Chez Marianne: Frei			
(KBFR011)	Basic French 2			
(KBFK011) Credits:	Basic French 2 3 cr	Timing:	1st -4th year	
Credits:	3 cr	Timing:	1st -4th year vocabulary and speaking skills in more	
Credits: Learning Objectives	3 cr :Students will develo	Timing: p their grammar use,	vocabulary and speaking skills in more	
Credits: Learning Objectives	3 cr Students will develoy requiring situations.	Timing: p their grammar use, nch 1 or equivalent k rammar exercises	vocabulary and speaking skills in more	
Credits: Learning Objectives Previous Learning:	3 cr Students will develor requiring situations. Approved Basic Free Pronunciation and gr Travelling Living In a shop, at a hotel Computer vocabular	Timing: p their grammar use, nch 1 or equivalent k rammar exercises y ge	vocabulary and speaking skills in more	
Credits: Learning Objectives Previous Learning: Contents:	3 cr Students will develop requiring situations. Approved Basic Fren Pronunciation and gr Travelling Living In a shop, at a hotel Computer vocabular Working life languag	Timing: p their grammar use, nch 1 or equivalent k rammar exercises y ge	vocabulary and speaking skills in more	
Credits: Learning Objectives Previous Learning: Contents: Learning Methods: Assessment	3 cr Students will develop requiring situations. Approved Basic Free Pronunciation and gr Travelling Living In a shop, at a hotel Computer vocabular Working life languag Small group learning	Timing: p their grammar use, nch 1 or equivalent k rammar exercises g nt, written exam Sutinen:	vocabulary and speaking skills in more	

Credits: 3 cr Timing: 1st -4th year

Learning Objectives: The student deepens his knowledge of vocabulary and grammar and can apply it in

	more requiring spee	ch and writing situa	tions.	
Previous Learning:	Approved French basics 2 or equivalent knowledge			
Contents:	Writing letters and emails. Consulting a doctor. Work intervju. Speaking on the phone at work. Guiding excursions. Knowledge of wines			
Learning Methods:	Small group learning	g		
Assessment Methods:	Continual assessmen	nt, written exam		
Bibliography:		Eevi Nivanka, Soili Sutinen: Chez Marianne: French for Beginners Opetusmoniste		
(KBFR014)	French / Franc	ais et le travai	11	
Credits:	3 cr	Timing:	1st -4th year	
Learning Objectives			municate orally and in writing, using ness and tourism contexts.	
Previous Learning:	High School basic F	French course or equ	ivalent studies	
Contents:	Job applications and interviews. phone situations at work. Business letters			
Learning Methods:	Guided independent CV. Grammar and s		all group sessions. Written application and	
Assessment Methods:	Continual assessmen	nt, written tasks, Wr	itten exam.	
Bibliography:	Study handout			
(KBFR015)	French / Franc	ais et le travai	12	
Credits:	3 cr	Timing:	1st -4th year	
Learning Objectives	:Students will be able presentation in Fren		ny operations and give a company	
Previous Learning:	High School basic French course or equivalent studies			
Contents:	Company forms, fie	ld of operations, loc	cation, products and services, meetings	
Learning Methods:	Guided independent Situational grammar	•	oup sessions, oral company presentation.	
Assessment Methods:	Oral and written cor	npany presentation,	written exam	
Bibliography:	Study handout			

(KBFR013) French Grammar

Credits:	3 cr	Timing:	1st -4th year		
Learning Objectives	:Students will strengt vocabulary.	Students will strengthen and broaden their proficiency in French grammar and vocabulary.			
Previous Learning:	High School short co	ourse or equivalent st	udies		
Contents:	Exercises in French	grammar			
Learning Methods:	Guided independent	studies			
Assessment Methods:	Written grammar ex	ercises, written exam			
Bibliography:	Study handout				
(KBRU010)	Basic Russian	l			
Credits:	5 cr	Timing:	1st - 4th yr		
Learning Objectives	write Russian text the intonation and are far	emselves. They know	andwritten in the Cyrillic alphabet, and can w the basic rules of pronunciation and mmar structures to be applied in simple ations.		
Previous Learning:	No previous Russiar	n studies necessary.			
Contents:	Reading and writing Pronunciation and ir Greetings, telling ab Service situations	ntonation exercises			
Learning Methods:	Small group session service situations in		tion, reading and writing exercises; oral		
Assessment Methods:	Continual assessmen	nt, written exams			
Bibliography:	Alestalo, M,, Kafe P	iter 1			
(KBRU011)	Basic Russian 2	2			
Credits:	3 cr	Timing:	1st - 4th yr		
Learning Objectives		an to be able to apply	te Russian handwriting with ease. They their grammar knowledge and vocabulary		
Previous Learning:	Basic Russian 1 (5 d	cr) or equivalent stud	lies in Russian		
Contents:	Numerals and their usage Verb forms Adjectives and adverbs Basics of cases Shopping situations, listening and practice Hotel and restaurant situations				
Learning Methods:	Small group session	s with lots of group a	nd pair practice		

Assessment Methods:	Continual assessment, written and oral exam			
Bibliography:	Alestalo, M., Kafe Piter 1			
(KBRU012)	Basic Russian 3	3		
Credits:	3 cr	Timing:	1st - 4th yr	
Learning Objectives	s: The students can read, pronounce and write Russian handwriting without difficulty. The have a good command of essential Russian grammar and vocabulary to be able to manage in Russian in a variety of service situations either as a client or a member of staff.			
Previous Learning:	Basic Russian 1 (5	Basic Russian 1 (5 cr) and Basic Russian 2 (3 cr) or equivalent studies in Russian.		
Contents:	Travelling; verbs of motion, tenses Tourism, holidays; use of cases On the phone, numerical information Festive seasons, food culture			
Learning Methods:	Small group sessions with lots of group and pair practice			
Assessment Methods:	Continual assessment, written and oral exam			
Bibliography:	Alestalo, M., Kafe Piter 1 + extra study material, e.g travel brochures, timetables, menus etc			
(KBRU013)	Business Russi	an		
Credits:	3 cr	Timing:	2nd - 4th yr	
Learning Ohiosting		warsh Dussian answe	man and masshellams for solar and other	

Learning Objectives: The students know enough Russian grammar and vocabulary for sales and other spoken and written business communication tasks.

Previous Learning: Basic Russian 1, 2 and 3 (11 cr) or equivalent studies in Russian

Contents:	Grammar clinic Vocabulary exercices On the phone PR Messages Commercial correspondence
Learning Methods:	Small group sessions with writing and vocabulary exercices as well as oral practice in pairs
Assessment Methods:	Continual assessment Portfolio of written assignments Written exam
Bibliography:	Salenius, P., Liikekirjeet venäjäksi or Bazvanova T.NOrlova T.K.,Biznez-korrespondentsija

(KBIT010) Basic Italian 1

Credits:	5 cr	Timing:	1st - 4th yr
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Learning Objectives		in Italian and to give	ills needed to communicate in practical some background information about italy
Contents:	Pronunciation, grammar and writing Service situations Culture		
Learning Methods:	Small group teachin	g	
Assessment Methods:	Continuous assessm	ent and written exam	S
Bibliography:	Espresso 1		
(KBIT011)	Basic Italian 2		
Credits:	3 cr	Timing:	1st - 4th yr
Learning Objectives			n grammar skills, widen their vocabulary providing a variety of information on Italian
Previous Learning:	5 cr of approved Ital	ian studies or the equ	ivalent
Contents:	Culture and geograp Tourism and tourist Society		
Learning Methods:	Small group teachin	g	
Assessment Methods:	Continuous assessm	ent, written exams	
Bibliography:	Espresso 1 and hand	lout	
(KBIT012)	Italian Busines	s Communicati	on
Credits:	3 cr	Timing:	2nd - 4th yr
Learning Objectives			mmunication in business and students will speak and write Italian.
Previous Learning:	Basic Italian 1 and I	Basic Italian 2	
Contents:	Job applications, job interviews Company presentations and routine correspondence.		
Learning Methods:	Independent study, s	supervised distance le	earning
Assessment Methods:	Written exercises, w	ritten and spoken exa	am, listening comprehension test
Bibliography:	Cherubini, N., L´ita	liano per gli affari	
(KBCH001)	Basic Mandari	n Chinese 1	

Credits:	3 cr	Timing:	1-3 year
Learning Objectives	Build pronunciation	capabilities, basic vo	cabulary, grammar and writing skills.
Previous Learning:	None.		
Contents:	capabilities Basic vocabulary an Family, Days of wee Basic grammar, e.g. and interrogative wo	d situational phrases, eks, Months, Measure pronoun, plural, time ords	r major tones - Build pronunciation e.g. Greetings, Introduction, Numbers, e words, Appreciation and Farewell e indicators, few common particles, adverbs I recognize approx. 50-80 simple Chinese
Learning Methods:	Lectures, group prac	tice and drills.	
Assessment Methods:	Oral and Written		
Bibliography:	Textbook: Hanyu Jia	aocheng 1a	

(KBCH002) **Basic Mandarin Chinese 2**

Credits: 3 cr Timing: 1st - 3rd year

Learning Objectives: Build reading, comprehension and survival communication capabilities.

Previous Learning: None

Contents:	 Building vocabulary, basic survival phrases and expressions, e.g. Asking for help, Apology and forgiveness, Surprise and puzzlement, more Measurement words, more Time expression, Colors, Approval and disapproval, Survival in restaurants, hospital, hotels 2nd level grammar Simple antonyms and synonyms & -145; Chinatowns& -146; : General overview of Chinese cultures in various Asian societies Write and recognize approx. additional 50-80 Chinese words
Learning Methods:	Participation, group practice and drills
Assessment Methods:	Oral and Written
Bibliography:	Textbook: Hanyu Jiaocheng 1a

Basic German 1 (**KBDE017**)

Credits:	5 cr	Timing:	1st - 4th yr

Learning Objectives: This course will equip students with the German skills required to cope in everyday communication situations, to understand simple business texts and to gain knowledge of the German speaking world and its culture.

Previous Learning: No previous German studies required or proficiency test

Contents: Basic grammar

	Travelling, at the hotel, in the bank, shopping Company visits, negotiations Giving instructions Everyday German
Learning Methods:	Small group teaching
Assessment Methods:	Continuous assessment and written tests
Bibliography:	Kudel-Kyyhkynen: Einverstanden 1

(KBDE011) Basic German 2

Credits:	3 cr	Timing:	1st - 4th yr
Learning Objectives	in simple business c and vocabulary skill and manners. Studen extent, their own co	communication situations is as well as their known of the second structure is a second structure in the second structure in the second structure is a second structure in the second structure in the second structure is a second structure in the	ar and vocabulary enabling students to cope ons and to broaden their basic grammar wledge of Germany and German etiquette talk about general issues to a certain and understand simple, general texts

Previous Learning: Basic German 1 or proficiency test

Contents:	Basic grammar Everyday German Telephoning Emails German culture and business etiquette
Learning Methods:	Small group teaching
Assessment Methods:	Continuous assessment and written exam
Bibliography:	Kudel-Kyyhkynen: Einverstanden 1 and study handout

(KBDE012) Basic German 3

Credits:	3 cr	Timing:	1st - 4th yr
Learning Objectives	business and in the t German etiquette. The	ourism and hospitalit	needed to cope in service situations in y business according to the requirements of esent the company's services and to provide ountry.
Previous Learning:	Basic German 1 and Basic German 2 or proficiency test		
Contents:	Students will be equipped with the skills needed to cope in service situations in business and in the tourism and hospitality business according to the requirements of German etiquette. They will be able to present the company's services and to provide information about their own region and country.		
Learning Methods:	Independent studies		
Assessment Methods:	Written tasks and or	al exam	

Bibliography:	Study handout			
(KBW234)	Facts and Fict	ion about Finla	nd	
Credits:	3 cr	Timing:	1st or 2nd yr	
Learning Objectives	s:Students will know celebrations.	facts about Finland,	the Finnish way of life, everyday life and	
Contents:	Facts and figures al Celebrations and fe Food culture, songs	stivals	ersation culture, characters in Finnish fiction	
Learning Methods:	Conversations, pres	sentations, active part	icipation in different situations	
Assessment Methods:	Active participation	in the course and as	signed situations and events	
Bibliography:	Will be announced	in the course plan		
(KBEN005)	Going Global			
Credits:	3 cr	Timing:	2nd - 4th yr	
Learning Objectives	g Objectives: Students will be able to plan an international company visit and will understand international and business cultures and etiquette.			
Previous Learning:	Basic and Professic	onal studies		
Contents:	Planning an international business visit and receiving visitors from abroad Business etiquette Goodwill letters			
Learning Methods:	Small group teaching			
Assessment Methods:	Continual assessment, oral presentations, written assignments and exam			
Bibliography:	Handout			
(KBEN004)	English Conversation			
Credits:	3 cr	Timing:	2nd-3rd yr	
Learning Objective	s: Students will divers variations of the En		age skills and become aware of the	
Contents:		ises, topics from vari- guests and changing		
Learning Methods:	Small group sessions			
Assessment Methods:	Oral tasks and oral	group exam		

Bibliography: To be agreed at the beginning of the course

(KBT12Z) THESIS 15 cr

(KBT001) Thesis

Credits:	15 cr	Timing:	4th yr
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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 Assessment is based on the objectives of the thesis as set out by 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.

(KBH11Z) PRACTICAL TRAINING 30 cr

(KBH001) Practical Training

Credits:	30 cr	Timing:	3rd yr, spring semester
Learning Objectives	an opportunity to ap	ply knowledge gained	th an insight of the commercial world and d to practical tasks. It also provides the w skills and encourages personal
Previous Learning:	have earned a minim		must have completed basic studies and is recommended that the placement is he 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	y into practice.	

Assessment
Methods:Participation and reportsBibliography:See Practical training guide on the internet