



KAJAANIN
AMMATTIKORKEAKOULU
UNIVERSITY OF APPLIED SCIENCES

STUDY GUIDE

Degree Programme in International Business
Bachelor of Business Administration

2014 – 2015



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

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

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

DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

Objective of the Degree Programme

The objective of the Degree Programme in International Business at Kajaani University of Applied Sciences (KAMK) 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:

Subject specific competences	Description of the competence
International Business Awareness	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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.

	<ul style="list-style-type: none"> ▪ 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.
International Operations Management	<ul style="list-style-type: none"> ▪ 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.
International Marketing Management	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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.

1st year – Observer of Business Operations	<p>The student</p> <ul style="list-style-type: none"> ▪ 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.
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	<ul style="list-style-type: none"> ▪ has the necessary computer skills and methodological tools needed for data collection, analysis and reporting.
2nd year – Learner of International Business Operations	<p>The student</p> <ul style="list-style-type: none"> ▪ 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
3rd year – Applicator of Knowledge	<p>The student</p> <ul style="list-style-type: none"> ▪ 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	<p>The student</p> <ul style="list-style-type: none"> ▪ is able to develop business activities by implementing the latest findings in the field

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 KAMK internet pages (www.kamk.fi). 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 specialization 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 st year	2 nd year	3 rd year	4 th year
<ul style="list-style-type: none"> • Basic Business Competence • Operational Environment • Methodological Competence • Communication Studies • ProActive Module 	<ul style="list-style-type: none"> • Managing International Operations • Work Community Competence • Methodological Competence • Advanced Marketing Studies 	<ul style="list-style-type: none"> • Business Competence Development • Free-choice Studies • Practical Training or • Thesis 	<ul style="list-style-type: none"> • Practical training or • Thesis • Free-choice Studies

ProActive Module

All studies at KAMK include a Proactive UAS study module for all students, which is worth 10 credits. Students will complete this module partly in their own degree groups and partly in cross-disciplinary groups. The 10-credit programme includes studies which aim to provide the skills and competences required to work in cooperation with other students and companies or other operators. It also prepares students for more challenging commissions later on, which will be included as a part of their studies.

The parts of the Proactive UAS module in International Business are:

Introduction to Business Operations	3 credits
Business Communication Skills	3 credits
Personal Development Programme	2 credits
Project Management	2 credits

DEGREE PROGRAMME IN INTERNATIONAL BUSINESS (2014)

Basic Studies

60 cr

KBBA4Z	BASIC BUSINESS COMPETENCE	15 CR
KBBA020	Business Operations	5 cr
KBBA021	Introduction to Marketing	5 cr
KBBA022	Management Accounting	5 cr
KBBO4Z	OPERATIONAL ENVIRONMENT	10 CR
KBBO006	Law Studies	5 cr
KBBO007	Economics	5 cr
KBBM5Z	METHODOLOGICAL STUDIES	10 CR
KBBM011	IT and Office Applications	5 cr
KBBM012	Business Mathematics	5 cr
KBBC5Z	COMMUNICATION STUDIES	25 CR
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

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

Specialization Studies

50 cr

KBPA9Z	ADVANCED MARKETING STUDIES	30 CR
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 OR
KBPA007	Advanced Project in Services Marketing	5 cr
KBPB9Z	BUSINESS COMPETENCE DEVELOPMENT	20 CR
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

KBW10Z	FREE-CHOICE STUDIES	15 cr
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

Thesis

15 cr

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 aspects of business, 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 resources, marketing, finance, accounting), Money and Financial markets.

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

Assessment Methods: Active participation and exam

Assessment: Excellent: The students demonstrate an ability to use professional terminology in a controlled manner and base their decisions on customer needs and using an extended knowledge base. They demonstrate the ability to assess the requirements and consequences of their own activities systematically. The students demonstrate the ability to create a good working atmosphere in their group. Very good: Students can demonstrate their ability to perceive the links between central and appropriate professional concepts and can base decision-making using the field's knowledge base. They are able to distinguish between the requirements and consequences of their operations and participate in the group's activities in a goal-oriented manner. Good: Students can demonstrate their ability to perceive the links between central and appropriate professional concepts and can base decision-making using the field's knowledge base. They are able to distinguish between the requirements and consequences of their operations and participate in the group's activities. Satisfactory: The students will demonstrate their ability to use central and appropriate professional concepts and to make choices founded on knowledge in their field. They can recognize the requirements and consequences of their own operations and participate in the activities of the group.

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

Assessment: Excellent (5): Student uses the right basic concept in a versatile and broad manner as well as provide excellent description of key elements of the key concepts taught in the course. He has an ability to apply concepts in practice independently and pro-actively. Good (3-4): Student uses the right basic concept consistently and provide the terminology and key elements in the concepts taught. He has an ability to justify and reason the choice and application of specific concepts Satisfactory (1-2): Student demonstrates basic understanding of concepts introduced in the course and ability to apply and implement the concepts learned in the course.

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

(KBBA022) Management Accounting

Credits: 5 cr Timing: 1st yr

Learning Objectives: The students 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

Assessment: Kiitettävä (5): Opiskelija osaa tulkita ja soveltaa johdon laskennan taustalla olevaa teoriaa. Opiskelija laatii itsenäisesti vaativia kannattavuuden suunnitteluun ja hallintaan liittyviä laskelmia. Opiskelija toimii ryhmän ja tiimin kehittäjänä ja hengen luojana. Hyvä (3-4): Opiskelija osaa tulkita johdon laskennan taustalla olevaa teoriaa. Opiskelija laatii itsenäisesti kannattavuuden suunnitteluun ja hallintaan liittyviä laskelmia. Opiskelija osallistuu toimintaan yhteisten tavoitteiden saavuttamiseksi ryhmässä ja tiimeissä. Tyydyttävä (1-2): Opiskelija tunnistaa johdon laskennan taustalla olevaa teoriaa. Opiskelija laatii ohjatuusti kannattavuuden suunnitteluun ja hallintaan liittyviä laskelmia. Opiskelija osallistuu toimintaan ryhmässä (luokka).

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

Assessment: Excellent (5): The students demonstrate an ability to use professional terminology in a controlled manner and base their decisions on customer needs and using an extended knowledge base. They demonstrate the ability to assess the requirements and consequences of their own activities systematically. The students demonstrate the ability to create a good working atmosphere in their group. Good (4-3): Students can demonstrate their ability to perceive the links between central and appropriate professional concepts and can base decision-making using the field's knowledge base. They are able to distinguish between the requirements and consequences of their operations and participate in the group's activities. Satisfactory (2-1): The students will demonstrate their ability to use central and appropriate professional concepts and to make choices founded on knowledge in their field. They can recognize the requirements and consequences of their own operations and participate in the activities of the group.

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

Assessment: Excellent (5): The students demonstrate an ability to use professional terminology in a controlled manner and base their decisions on customer needs and using an extended knowledge base. They demonstrate the ability to assess the requirements and consequences of their own activities systematically. The students demonstrate the ability to create a good working atmosphere in their group. Good (4-3): Students can demonstrate their ability to perceive the links between central and appropriate professional concepts and can base decision-making using the field's knowledge base. They are able to distinguish between the requirements and consequences of their operations and participate in the group's activities. Satisfactory (1-2): The students will demonstrate their ability to use central and appropriate professional concepts and to make choices founded on knowledge in their field. They can recognize the requirements and consequences of their own operations and participate in the activities of the group.

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 Exercises, written exams

Methods:

Assessment: Excellent (5): Students can solve demanding business problems using office applications, 90-100% of maximum points in exam. Good (3-4): Students can use computers and toolkit programs in many different ways for communication, presentation and calculation work, approximately 66-90 % of maximum points in exam. Satisfactory (1-2): Students can use computers for basic tasks, approximately 50-65 % of maximum points in exam.

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

Assessment: (May change according to teacher preference) Excellent (5): Approximately 90-100 % of maximum points in exam. Good (3-4): Approximately 66-90 % of maximum points in exam. Satisfactory (1-2): Approximately 50-65 % of maximum points in exam; Students know how to calculate basic calculations.

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
Personal Branding

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

Assessment Methods:	Completed tasks throughout the program - continual assessment
Assessment:	Pass/Fail Active participation
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		
Assessment:	Excellent (5): The student can introduce the features of academic writing reflectively. The student can write an academic report that follows the features of academic writing with fluency using varied and appropriate vocabulary, and multiple sources that are cited and referenced correctly. The student has an extensive business vocabulary. The student is able to communicate fluently in both writing and speaking. Good (4-3): The student can identify the features of academic writing. The student can write a report that follows the main features of academic writing with relative fluency, using quite versatile vocabulary and using some sources that are mainly cited and referenced correctly. The student has a fairly good command of business vocabulary. The student is able to communicate clearly in both writing and speaking. Satisfactory (2-1): The student can name the features of academic writing. The student can write a basically understandable and coherent essay with appropriate content and basic vocabulary. The student is able to communicate clearly in basic business situations in both speaking and writing.		
Bibliography:	To be announced.		

(KBBC013) Business Communication Skills

Credits:	3 cr	Timing:	2st 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

Assessment: Excellent (5): The student can write business letters with fluency by using varied and appropriate vocabulary. The student has an extensive business vocabulary. The student is able to communicate fluently in both writing and speaking. Good (3-4): The student can write business letters with relative fluency by using quite versatile vocabulary. The student has a fairly good command of business vocabulary. The student is able to communicate clearly in both writing and speaking. Satisfactory (1-2): The student can write a basically understandable and coherent business letters with appropriate. content and basic vocabulary. The student is able to communicate clearly in basic business situations in both speaking and writing.

(KBBC011) Swedish

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

Contents: Grammar revision, spoken Swedish in the work place
 Training, structure and contents of studies
 Company presentations
 Job applications
 Customer service and telesales
 Product presentation and trade fairs
 Marketing communication, consumer protection
 Distribution
 Business communication

Learning Methods: Small group teaching

Assessment Methods: Continuous assessment, oral presentation, written tasks, exam

Assessment: To be announced in the progress plan

Bibliography: J.Tolkki-M.Öhman
 Perspektiv

(KBBC018) Business Finnish

Credits:	5 cr	Timing:	1st yr (for Finnish students)
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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 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, approved business letters and speech and meeting performances, compiling documents for meetings, exam
Assessment:	Excellent (5): Students are able to operate perfectly in all business communication situations. Good (3-4): Students can produce faultless documents and deliver an illustrative presentation successfully. Satisfactory (1-2): Students are aware of the main layouts of written correspondence and documents and participate actively in speaking activities and presentations.
Bibliography:	Kylänpää: Viestintätilanteet 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:	Meaning and syntax 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		
Assessment:	Excellent (5): Students perform all written assignments faultlessly and can produce a good thesis text. Good (3-4): Students participate actively in developing their written communication competence and can compile a faultless academic text. Satisfactory (1-2): Students will recognize the main grammatical features and punctuation of academic Finnish and can produce a good, straightforward academic text.		
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
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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. Spokelent (5): The students can speak and write satisfactory Finnish taking into account the correct use of grammar and punctuation. Good (3-4): Students will be proficient in distinguishing between meaning of short and long vowels, vowel sounds and consonant gradation both in speech and in writing. They will be able to use tenses and grammatical cases satisfactorily. Satisfactory (1-2): Students can form comprehensible sentences using standard Finnish and recognize numerals in their basic form and can do an oral and written exam
Assessment:	Excellent (5): The students can speak and write satisfactory Finnish taking into account the correct use of grammar and punctuation. Good (3-4): Students will be proficient in distinguishing between meaning of short and long vowels, vowel sounds and consonant gradation both in speech and in writing. They will be able to use tenses and grammatical cases satisfactorily. Satisfactory (1-2): Students can form comprehensible sentences using standard Finnish and recognize numerals in their basic form and can converse using simple questions and answers.
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		
Assessment:	Kiitettävä (5): Opiskelija ymmärtää pääosat lukemastaan suomenkielisestä tekstistä ja osaa referoida niitä suullisesti. Hyvä (3-4): Opiskelija osaa muodostaa ja käyttää passiivi-ilmauksia puheessa ja kirjoituksessa. Tyydyttävä (1-2): Opiskelija taitaa verbien ja nominien myönteiset ja kielteiset ilmaukset.		
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

Assessment: Excellent (5): Students can communicate successfully in Finnish when visiting public agencies and offices. Good (3-4): Students can form verbal nouns and use postposition expressions. Satisfactory (1-2): Students can recognize and use expressions that express necessity (#necessive# constructions).

Bibliography: Kangasniemi: Suomen kielen tikapuut 2
Hämäläinen: (continued)
Other material 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

Assessment: To be announced.

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

Assessment: To be announced.

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
Assessment:	To be announced.
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
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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

Assessment: Excellent (5): Student uses the right basic concept in a versatile and broad manner as well as provides excellent description of key elements of the key concepts taught in the course. Has an ability to apply concepts in practice independently and pro-actively. Good (3-4): Student uses the right basic concept consistently and provides the terminology and key elements in the concepts taught. Has an ability to justify and reason the choice and application of specific concepts. Satisfactory (1-2): Student demonstrates basic understanding of concepts introduced in the course and ability to apply and implement the concepts learned in the course.

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

(KBPW002) Intercultural Communication

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 Methods: Exam and group work

Assessment: Excellent (5) The students demonstrate knowledge of the project context and the project environment. The students demonstrate knowledge of the principles of effective communication, leadership, motivation, negotiation and conflict management and problem solving. The students are able to manage research, development and innovation projects and masters the methods of research and development work. Good (3-4) The students demonstrate knowledge of the project context and the project environment. The students can demonstrate knowledge of the principles of effective communication, leadership, motivation, negotiation and conflict management and problem solving. The students demonstrate the ability to manage small international projects. Satisfactory (1-2) The students demonstrate knowledge of the project context and the project environment.

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

Assessment: Excellent (5): The student can use research concepts competently and versatily. The student can analyze and evaluate previous studies critically. The student can analyze, compare, combine and choose information and present alternative methods in research processes. The student can assess and reflect on the development of his or her own competence critically. The student can act independently, responsibly and initiatively. The student can act as a team member, promoting and developing the actions of the team to achieve a common goal. The student can apply ethical principles critically in his or her actions. Good (3-4): The student can use the main research concepts consistently. The student can describe different research processes and validate solutions related to them. The student can analyze previous research. The student can choose appropriate methods on the basis of information retrieved for research. The student can assess and reflect on the development of his or her own competence. The student can act independently and responsibly. The student can act as a team member to achieve a common goal The student can validate his or her actions using ethical principles. Satisfactory (1-2): The student can use the main R&D concepts appropriately. The student can describe the general research process.

The student can summarize previous research. The student can plan the implementation of methods related to the thesis process correctly though somewhat inconsistently. The student can use the research methods under supervision. The student can act as a team member, take responsibility as a team member and take other team members into account.

Bibliography: To be announced.

SPECIALIZATION 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

Previous Learning: Introduction to Marketing

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: Lectures, case study, research project

Assessment Methods: Written exam, research report

Assessment: Excellent (5): Student uses independently the right basic concept in a versatile and broad manner and provides the excellent description of the concept and / or key elements of the key concepts taught in the course. Has an ability to apply knowledge gained from prior courses in practice and has an ability to choose and utilize appropriate elements of marketing communications channels and use theory background. Good (3-4): Student uses the right basic concept consistently and provides the terminology and key elements in the concepts taught. Has an ability to choose and utilize appropriate elements of marketing communications channels and use theory background. Satisfactory (1-2): Student demonstrates basic understanding of marketing communications concepts and key elements. Has an ability to choose appropriate elements of marketing communications channels and use theory background.

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 a 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

Assessment: Excellent (5): The student is able to critically analyze and reflect upon the chosen concepts and channels The student is able to implement the chosen theories and concepts in a proactive, flexible and responsible manner. The student is able to apply concepts and knowledge gained from prior courses in practice / current given task / objectives independently The student is able to bring new insights and knowledge to the subject under research. Good (3-4): The student is able to choose and apply suitable concepts and channels with minimal guidance / supervision The student is able to implement and choose different theoretical backgrounds with minimal supervision / guidance. The student is able to fluently apply concepts and knowledge gained from prior courses in practice / current given task / objectives with minimal guidance and supervision. Satisfactory (1-2): The student is able to choose appropriate concepts and channels with guidance / supervision The student is able to implement and choose different theoretical backgrounds under supervision / guidance. The student is able to apply concepts and knowledge gained from prior courses in practice / current given task / objectives.

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

Assessment: Excellent (5): Student uses the right basic concept in a versatile and broad manner as well as provides excellent description of key elements of the key concepts taught in the course. Has an ability to apply concepts in practice independently and pro-actively. Good (3-4): Student uses the right basic concept consistently and provides the terminology and key elements in the concepts taught. Has an ability to justify and reason the choice and application of specific concepts. Satisfactory (1-2): Student demonstrates basic understanding of concepts introduced in the course and ability to apply and implement the concepts learned in the course.

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 a deeper understanding from theoretical viewpoints of the different factors that impact organization marketing as a competitive advantage. Students will enhance and develop their skills in planning, analyzing, developing and managing key marketing mix element strategies for in-depth knowledge on 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

Assessment: Excellent (5): Students use the right basic concepts extensively and in a variety of ways and provide an excellent description of the concept and / or key elements of the key concepts taught in the course. Have the ability to apply concepts and knowledge gained from prior courses in practice / given assignments / in objectives independently and pro-actively. Good (3-4): Students use the right basic concepts consistently and provide the terminology and key elements of the concepts taught. Have the ability to provide a good description and the key elements of the concepts and to justify and reason the choice and application of specific concepts. Satisfactory (1-2): Students demonstrate a basic understanding of the concepts introduced in the course and have the basic ability to apply and implement the concepts learned. Have the ability to provide a basic description of the concept and / or key elements of the key concepts taught in the course.

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

Assessment: Excellent (5): Student uses the right basic concept in a versatile and broad manner as well as provides excellent description of key elements of the key concepts taught in the course. Has an ability to apply concepts and knowledge gained from prior courses in practice independently and pro-actively. Good (3-4): Student uses the right basic concept consistently and provides the terminology and key elements in the concepts taught. Has an ability to justify and reason the choice and application of specific concepts. Satisfactory (1-2): Student demonstrates basic understanding of concepts introduced in the course and ability to apply and implement the concepts learned in the course.

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: Students will be able to and implement practical tasks associated with marketing communication.

Previous Learning: Basic studies

Contents: Learning project in accordance with the Proactive UAS strategy linked to developing a part of a client's marketing communication. The RDI project is connected with the Integrated Marketing Communications course.

Learning Methods: Working life marketing related commission/assignment or case conducted as a learning project.

Assessment Methods: Project documents agreed at the start of the project and materials and output resulting from the project.

Assessment: Excellent (5): The students use, compare and apply the central content, elements and basic content acquired from marketing professional studies. The use of these concepts and terminology in their project documentation is varied, based on expertise and well justified. The students are able to combine and apply previously acquired marketing competence effectively. The project plan demonstrates critical evaluation skills, the ability to cooperate with the client and to take future challenges

into account. The objectives of the projects are achieved with initiative and independently. Good (3-4): Students are able to describe and explain the central content and basic concepts of marketing acquired during professional studies and can apply and use such concepts consistently and logically in their project documentation. Students are able to use and apply marketing development methods that best suit the client/organization. They work independently during the project and can consistently justify their solutions. Satisfactory (1-2): Students are able to name, understand and partially use the central content and basic concepts acquired during professional studies. The learning project as a whole is merely at the descriptive stage and the overall planning lacks substance in places. The students are able to select appropriate methods to develop a part of marketing. Knowledge and competence from previous learning is partially applied. The students still require supervision.

Bibliography: Separately agreed literature based on the content of the project.

(KBPA007) Advanced Project in Services Marketing

Credits: 5 cr Timing: 2nd yr

Learning Objectives: Students will be able to plan and implement practical tasks associated with services marketing.

Previous Learning: Basic studies

Contents: Learning project in accordance with the Proactive UAS strategy linked to developing a part of a client's marketing. The RDI project is connected with the Services Marketing course.

Learning Methods: Working life marketing related commission/assignment or case conducted as a learning project.

Assessment Methods: Project documents agreed at the start of the project and materials and output resulting from the project.

Assessment: Excellent (5): The students use, compare and apply the central content, elements and basic content acquired from marketing professional studies. The use of these concepts and terminology in their project documentation is varied, based on expertise and well justified. Good (3-4): Students are able to describe and explain the central content and basic concepts of marketing acquired during professional studies and can apply and use such concepts consistently and logically in their project documentation. Students are able to use and apply marketing development methods that best suit the client/organization. They work independently during the project and can consistently justify their solutions. Satisfactory (1-2): Students are able to name, understand and partially use the central content and basic concepts acquired during professional studies. The learning project as a whole is merely at the descriptive stage and the overall planning lacks substance in places. The students are able to select appropriate methods to develop a part of marketing. Knowledge and competence from previous learning is partially applied. The students still require supervision.

Bibliography: Separately agreed literature based on the content of the project.

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

Assessment: Excellent (5): Student uses the right basic concept in a versatile and broad manner as well as provides excellent description of key elements of the key concepts taught in the course. Has an ability to apply concepts in practice independently and pro-actively. Good (3-4): Student uses the right basic concept consistently and provides the terminology and key elements in the concepts taught. Has an ability to justify and reason the choice and application of specific concepts Satisfactory (1-2): Student demonstrates basic understanding of concepts introduced in the course and ability to apply and implement the concepts learned in the course.

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 Methods: Class participation, assignments and research project.

Assessment: To be announced.

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.

Assessment: Grade (5): Student is able to use the right basic concept in a versatile and broad manner for marketing research purpose as well as provide excellent description of key elements of the key concepts taught in the course. Has an ability to apply concepts in practice independently and pro-actively. Good (3-4): Student uses the right basic concept consistently and provides the terminology and key elements in the concepts taught. Demonstrates good ability to justify and reason the choice and application of specific concepts Satisfactory (1-2): Student demonstrates basic understanding of the marketing research concepts introduced in the course and ability to apply and implement the concepts learned in the course.

Bibliography: Burns and Bush, Marketing Research 7ed by Pearson Higher Education

(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

Assessment: Excellent (5): Student uses the right basic concept in a versatile and broad manner as well as provides excellent description of key elements of the key concepts taught in the course. Has an ability to apply concepts in practice independently and pro-actively. Good (3-4): Student uses the right basic concept consistently and

provides the terminology and key elements in the concepts taught. Has an ability to justify and reason the choice and application of specific concepts Satisfactory (1-2): Student demonstrates basic understanding of concepts introduced in the course and ability to apply and implement the concepts learned in the course.

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.

Assessment: To be announced.

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.
Assessment:	Excellent (5): Student uses the right basic concept in a versatile and broad manner as well as provides excellent description of key elements of the key concepts taught in the course. Has an ability to apply concepts in practice independently and pro-actively. Good (3-4): Student uses the right basic concept consistently and provides the terminology and key elements in the concepts taught. Has an ability to justify and reason the choice and application of specific concepts. Satisfactory (1-2): Student demonstrates basic understanding of concepts introduced in the course and ability to apply and implement the concepts learned in the course.
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

Assessment: Excellent (5): The students demonstrate an ability to use professional terminology in a controlled manner and base their decisions on customer needs and using an extended knowledge base. They demonstrate the ability to assess the requirements and consequences of their own activities systematically. The students demonstrate the ability to create a good working atmosphere in their group. Good (3-4): Students can demonstrate their ability to perceive the links between central and appropriate professional concepts and can base decision-making using the field's knowledge base. They are able to distinguish between the requirements and consequences of their operations and participate in the group's activities. Satisfactory (1-2): The students will demonstrate their ability to use central and appropriate professional concepts and to make choices founded on knowledge in their field. They can recognize the requirements and consequences of their own operations and participate in the activities of the group.

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	
Assessment:	Excellent (5): The student uses the professional concepts in their field in a competent and comprehensive way and is able to integrate different levels of understanding and information into the project. The student can compare, combine and select information as well as present alternative ways of working and estimate	

critically their own know-how. The student works as a group member in a professional and goal-oriented manner. Good (3-4): The student selects suitable methods based on the guidance they have received and the information they have acquired. The student evaluates and reflects their own know-how and ways of working. The student works professionally in situations involving the customers, works as a member for the group pursuing a common goal and can justify his/her actions. Satisfactory (1-2): The student uses proper methods of market, marketing and customers understanding. The student is able to conduct basic level of market and customer exploration studies. The student works according to principles of professional ethics during the project and taking into account the project stakeholders interests and other group members.

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 study environment using books concerning the subject. Students may also write an essay on another agreed theme linked to the subject.

Assessment Methods: Long essay

Assessment: Statement of evaluation grade 4-5: An excellent and commendable (grade 4 or 5) essay based on the set learning assignment completed by the student that is informative and comprehensive and covers all areas stipulated in the question/set assignment. All sources used in the learning assignment have been appropriately and visibly applied when answering and breaking down the set questions. The points of view presented by various sources have been evaluated, compared and linked so that the central themes and concepts of the subject are fluently presented The text also contains your own thoughts, appropriately reasoned and justified, applications and criticism. The text is clearly divided up and progresses in a logical way ensuring that all the areas of the assignment have been equally covered. The source references have been recorded correctly and the general external appearance of the learning assignment is neat and well organised and edited. A grade 5 essay means that in addition to the above, the student has presented the issues and topics stipulated in the assignment/question set, in an original and creative way. Statement of evaluation grade 3: A grade 3 means that the student has written an essay that clearly presents the central theories and concepts of the topic covered, based on the set assignment/essay question. The learning assignment includes coverage of all sources, but the evaluation of the contents presented in the source information, the overall cohesiveness of the source information presented, and the comparison of sources is random and requires more thought. The text, though informative, is slightly unnatural (mechanical in nature), boring and based on summary and quotation. It only contains a little original thought. The source references may contain some inaccuracies As a whole, the essay has covered all topics and themes as stipulated in the question in an organised and cohesive way. Statement of evaluation grades 1-2 An essay which superficially covers the set question or

sources is random and requires more thought. The text, though informative, is slightly unnatural (mechanical in nature), boring and based on summary and quotation. It only contains a little original thought. The source references may contain some inaccuracies. As a whole, the essay has covered all topics and themes as stipulated in the question in an organised and cohesive way. Statement of evaluation grades 1-2: An essay which superficially covers the set question or assignment in a disorganised fashion will be evaluated as satisfactory (grade 2) in a learning assignment. Source coverage will be erratic, relying on a single source in detail and leaving other sources out or only covering them sketchily. The essay almost totally lacks a combination of information, comparison and critical thought. The text is unclearly divided, making it difficult to perceive a cohesive narrative. The student has managed to present the theories and concepts appropriate to the subject of the question/task in a comprehensible way and has attempted to apply them to the question in hand. Some references are missing. A learning assignment awarded a grade 1 contains most of the elements required to be awarded a grade 2. An essay/dissertation etc. assessed as requiring further work can be described as follows: The essay clearly lacks content in terms of the question/learning assignment set. Central theories and concepts have not been covered and applied profoundly enough nor in an appropriate way. A crucial part of the coverage of the assignment set may have been left out. Sources have not been used properly, e.g. one basic source has not been sufficiently used or has not been used at all during the writing process. The text may simply summarise sources, even copy directly from other texts. References have been recorded incorrectly or are even missing.

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

Assessment: The person who assesses and/or evaluates a dissertation or thesis will consider how you (the student) have perceived a specific area of knowledge or information. The assessor will pay particular attention to the following issues: are the objectives of the essay clearly defined? do the contents of the essay answer the question set or fulfil the requirements of the assignment and do they progress in order? does the essay have a logical structure (use subheadings to divide up the contents of your paper), are your facts correct? has the topic selected been dealt with deeply enough, with different points of view and in a well argued manner? how well you combine sources and your own opinions and thoughts? how you use sources, are they reliable and have you used a variety of sources? is the style of your essay appropriate (correct formal academic style), fluent, neutral in style, well edited etc? are the references embedded in the text and in your bibliography accurate and correct? Statements of evaluation grade 4-5: An excellent and commendable (grade 4 or 5) essay based on the set learning assignment completed by the student, is informative and

comprehensive and covers all areas stipulated in the question/set assignment. All sources used in the learning assignment have been appropriately and visibly applied when answering and breaking down the set questions. The points of view presented by various sources have been evaluated, compared and joined to each other so that the central themes and concepts of the subject are fluently presented. The text also contains your own thoughts, appropriately reasoned and justified, applications and criticism. The text is clearly divided up and progresses in a logical way ensuring that all the areas of the assignment have been equally covered. The source references have been recorded correctly and the general external appearance of the learning assignment is neat and well organised and edited. A grade 5 essay means that in addition to the above, the student has presented the issues and topics stipulated in the assignment/question set, in an original and creative way. Statements of evaluation grade 3: A grade 3 means that the student has written an essay that clearly presents the central theories and concepts of the topic covered, based on the set assignment/essay question. The learning assignment includes coverage of all sources, but the evaluation of the contents presented in the source information, the overall cohesiveness of the source information presented, and the comparison of sources is random and requires more thought. The text, though informative, is slightly unnatural (mechanical in nature), boring and based on summary and quotation. It only contains a little original thought. The source references may contain some inaccuracies. As a whole, the essay has covered all topics and themes as stipulated in the question in an organised and cohesive way. Statements of evaluation grades 1-2: An essay which superficially covers the set question or assignment in a disorganised fashion will be evaluated as satisfactory (grade 2) in a learning assignment. Source coverage will be erratic, relying on a single source in detail and leaving other sources out or only covering them sketchily. The essay almost totally lacks a combination of information, comparison and critical thought. The text is unclearly divided, making it difficult to perceive a cohesive narrative. The student has managed to present the theories and concepts appropriate to the subject of the question/task in a comprehensible way and has attempted to apply them to the question in hand. Some references are missing. A learning assignment awarded a grade 1 contains most of the elements required to be awarded a grade 2. An essay/dissertation etc assessed as requiring further work can be described as follows: The essay clearly

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

Assessment: Excellent (5): The students are able to analyze, compare and critically assess the implementation and various options of the risk management plan based on independently acquired knowledge. They are able to analyze the plan's level of goal-orientation and productive results. Good (3-4): The students can describe and justify the different parts of the risk management plan, are able to work

independently to achieve objectives with acquired knowledge and some guidelines, and can apply the methods and models of the risk management plan. They can work independently to achieve their objectives and justify their actions according to professional ethical standards. Satisfactory (1-2): The students are able to define and use the basic concepts associated with a risk management plan according to professional ethical standards. Their plan will contain enough information for a company to implement its risk management.

Bibliography: Web -course material and other related internet sources

(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 will be 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 documents needed when establishing a company.

Learning Methods: Online-course

Assessment Methods: Completed business plan

Assessment: Excellent (5): The students are able to analyze, compare and critically assess the implementation of the business plan based on independently acquired knowledge. They are able to analyze the plan's level of customer orientation and profitability. Good (3-4): The students can describe and justify the procedures associated with starting business operations and entrepreneurship, are able to work independently with acquired knowledge and some guidelines, and can apply the methods and models of the business plan. They can work independently to achieve their objectives and justify their actions according to professional ethical standards. They are able to assess the compatibility of the various parts of the business plan and their selected strategy. Satisfactory (1-2): The students are able to define and use the basic concepts associated with a business plan according to professional ethical standards. Their plan will contain enough information to start business operations and to go international.

Bibliography: Web -course material and other related internet sources

(KBW358) Commercialisation

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

Learning Objectives: Students will know the most typical process models and methods of commercializing technology. They will be able to describe rough products and services obtained through product development and innovations to develop business operations: how can such services and products be built upon to form commercial products. Students will know the main networks and operators, their roles and opportunities in the commercialization process.

Contents: Innovation as a part of commercialization
Innovation leadership
Commercialization process models and methods
IPR as a part of commercialization

The stages of commercialization

Learning Methods: To be announced.

Assessment Methods: To be announced.

Assessment: Excellent (5): The students demonstrate an ability to use professional terminology in a controlled manner and base their decisions on customer needs and using an extended knowledge base. They demonstrate the ability to assess the requirements and consequences of their own activities systematically. The students demonstrate the ability to create a good working atmosphere in their group. Good (3-4): Students can demonstrate their ability to perceive the links between central and appropriate professional concepts and can base decision-making using the field's knowledge base. They are able to distinguish between the requirements and consequences of their operations and participate in the group's activities. Satisfactory (1-2): The students will demonstrate their ability to use central and appropriate professional concepts and to make choices founded on knowledge in their field. They can recognize the requirements and consequences of their own operations and participate in the activities of the group.

Bibliography: To be announced.

(KBW380) Export and Import Routines

Credits: 3 cr Timing: 3rd year

Learning Objectives: To familiarize the student with the basic routines and procedures in the export/import trade.

Contents: Entry strategies, distributorship and agency contracts
Quotations
Incoterms
Terms of payment
Documents in foreign trade
Transportation
Customs clearance
Insurance

Learning Methods: Online studies

Assessment Methods: Short tasks and assignments

Bibliography: Course material in the virtual study environment and internet

(KBT12Z) THESIS 15 cr

(KBT001) Thesis

Credits: 15 cr Timing: 3-4th yr

Learning Objectives: Students will develop and demonstrate their abilities to apply their knowledge and competences in a practical assignment requiring expertise linked to their professional studies. They will deepen their professional competence in RDI activities by completing a working life based research, development or other project

in the form of a thesis. They will be proficient in the written and spoken forms of communication required in working life.

Previous Learning:	Research Methods
Contents:	Thesis plan, its presentation and acting as opponent Actual thesis (+ thesis workshop work) Presentation seminars Maturity test
Learning Methods:	Thesis seminars, independent thesis writing and presentations
Assessment Methods:	Topic analysis Thesis plan, its presentation and acting as opponent Research/development assignment and related report (written and oral presentation) Seminars
Assessment:	1-5 See KUAS thesis assessment criteria
Bibliography:	Thesis specific literature http://www.kamk.fi/en/Studying/Thesis

PRACTICAL TRAINING

(KBH11Z) PRACTICAL TRAINING 30 cr

(KBH001) Practical Training

Credits:	30 cr	Timing:	3rd yr spring semester or 4th yr
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Learning Objectives: To provide 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

Assessment: P/F Students must demonstrate sufficient initiative and ability to apply knowledge and competences to business related tasks.

Bibliography: See Practical training guide on the internet