

Bachelor of Business Administration

- Degree Programme in International Business

SCHOOL OF BUSINESS

DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

QUALIFICATIONS

The National Qualifications Framework NQF

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

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

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

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

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

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

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

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

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

Generic working life skills or competences

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

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

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

Generic Competences

	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 	<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

	<ul style="list-style-type: none"> - is able to wield influence in society using acquired skills and basing all activity on ethical values 	<ul style="list-style-type: none"> principles of equality in working life - is able to contribute to the principles of sustainable development and social responsibility - 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

<p>INTERNATIONALI ZATION COMPETENCE</p>	<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
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SCHOOL OF BUSINESS

DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

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

Objective of the Degree Programme

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

Learning Environment

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

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

Learning Strategies

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

Competences

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

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,

	<p>international trade systems and financial relations and the role of several principal institutions (e.g. WTO, EU, IMF, World Bank) in international business.</p> <ul style="list-style-type: none"> ▪ 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. ▪ 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. ▪ 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 Kajaani UAS's internet pages. Kajaani UAS's partner institutions in different countries offer studies in English or in other languages. Each student makes a personal study plan with the school's international co-ordinator for the period of foreign studies. Studies completed abroad are approved as part of the degree programme within either 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 KUAS 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 (2013)

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

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

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

Learning Methods: Lectures and exercises

Assessment Methods: Exams and exercises

Bibliography: To be announced

(KBBO4Z) OPERATIONAL ENVIRONMENT 10 cr

(KBBO006) Law Studies

Credits: 5 cr Timing: 1st yr

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

Previous Learning: Not required

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

Learning Methods: Lectures, exercises

Assessment Methods: Final examination

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

(KBBO007) Economics

Credits: 5 cr Timing: 1st yr

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

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

Previous Learning: Introduction to Business Operations

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

Learning Methods: Lectures and exercises

Assessment Methods: Final examination

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

(KBBM5Z) METHODOLOGICAL STUDIES 10 cr

(KBBM011) IT and Office Applications

Credits: 5 cr Timing: 1st yr

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

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

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

Assessment Methods: Exercises, written exams

Bibliography: Material provided by lecturer

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

(KBBC013) Business Communication Skills

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

(KBBC011) Swedish

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

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

(KBBC016) Finnish for Foreigners 2

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

(KBBC017) Finnish for Foreigners 3

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

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

Previous Learning: Introduction to Business Operations.

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

Learning Methods: Lectures, and class exercises.

Assessment Methods: Financial accounting examination and analysis assignments

Bibliography: Material will be provided by lecturer.

(KBPI023) Strategic Management

Credits: 5 cr Timing: 2nd yr

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

Previous Learning: Introduction to Management

Contents: Strategic analysis
Strategic formulation
Strategic implementation

Learning Methods: Lectures, case studies, and research projects

Assessment Methods: Reports, presentation and final exam

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

(KBPW8Z) WORK COMMUNITY COMPETENCE 10 cr

(KBPW001) Leadership and Human Resource Management

Credits: 5 cr Timing: 2nd yr

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

Previous Learning: Introduction to Management

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

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

Learning Methods: Lectures, case studies, discussions

Assessment Methods: Assignment and exam

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

(KBPW002) Intercultural Communication

Credits: 5 cr Timing: 2nd year

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

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

Learning Methods: Small group sessions

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

Bibliography: Handouts

(KBPM8Z) METHODOLOGICAL COMPETENCE 10 cr

(KBPM010) Project Management

Credits: 5 cr Timing: 1st year

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

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

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

Assessment Exam and group work

Credits: 5 cr Timing: 2nd yr

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

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

Learning Methods: to be announced in the course progression plan

Assessment Methods: to be announced in the course progression plan

Bibliography: to be announced in the course progression plan

(KBPA005) Selling and Sales Management

Credits: 5 cr Timing: 2nd yr

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

Previous Learning: Introduction to Marketing

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

Learning Methods: Lectures, group exercises, role play.

Assessment Methods: Group presentation and assignment

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

(KBPA006) Advanced Project in Integrated Marketing Communications

Credits: 5 cr Timing: 2nd yr

Learning Objectives: see KBPA001 course description

(KBPA007) Advanced Project in Services Marketing

Credits: 5 cr Timing: 2nd yr

Learning Objectives: see KBPA002 course description

(KBPB9Z) BUSINESS COMPETENCE DEVELOPMENT 20 cr

(KBPB001) Quality and Risk Management

Credits: 5 cr Timing: 3rd yr

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

Previous Learning: Introduction to Management

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

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

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

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.

Bibliography: International Marketing by Pervez Ghauri and Cateora McGraw Hill

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

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

Learning Methods: Online discussion and assignments.

Assessment Methods: Online individual assignment and case studies.

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

(KBW318) Asian Business

Credits: 5 cr Timing: Second / Third year

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

Previous Learning: Introduction to Management

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

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

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

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

(KBPF002) Russian Business

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

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

Previous Learning: Basic Studies

Contents: Russian business environment
Russian markets

Trade patterns

Learning Methods: Introduction lectures, Web -course

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

Bibliography: Reading list/materials provided by lecturer

(KBW320) European Business

Credits: 5 cr Timing:

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

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

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

Learning Methods: Seminars and Lectures. Seminars based course.

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

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

(KBW322) Product Development

Credits: 5 cr Timing:

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

Previous Learning: All first and second years courses

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

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

Learning Methods: Lectures and projects

Assessment Methods: Project report and presentation

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

(KBW028) New Trends in Leadership and Management

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

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

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

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

Assessment Methods: Long essay

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

(KBW029) Management Procedures and Strategies

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

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

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

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

Assessment Methods: Long essay

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

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

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

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

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

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

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

Learning Methods: Application of theory into practice.

Assessment Methods: Participation and reports

Bibliography: See Practical training guide on the internet