

Welcome to Finland's best University of Applied Sciences!

For many years Kajaani University of Applied Sciences' strength has been its main task: to provide teaching of an excellent standard. All our operations take place in one campus area creating a unique learning and operational environment. Nationally, Kajaani University of Applied Sciences is a small university yet at the same time it is a great institution. Our greatness lies in being capable of doing the right things in the right way.

Kajaani University of Applied of Applied Sciences has a great responsibility as the main force leading university level competence, experts and development operations in Kainuu. Our operations are based on five competence areas that are in line with regional strategies. Our areas of focus (vehicle information systems, game production and activity tourism) are of national and in part international significance.

Cooperation, a highly skilled, expert staff, and motivated students are our main tools for fulfilling our comprehensive regional development responsibilities. As a university we believe in learning by doing – a pedagogical principle used throughout our university of applied Sciences. This model is more challenging than traditional classroom teaching for both students and staff but it brings results: confidence gained from learning outcomes, working life competence and experience has increased noticeably. In order to benefit from these opportunities you need attitude, goal-oriented determination and the willingness to make progress.

Studying is one of the best parts of life. I cannot emphasise enough the significance of studying in terms of your future. The degree qualification and the competence it contains prepare you for a profession and provide a sound base for professional success. After graduating, a high level of competence, knowledge and excellent skills will be expected of you as well as the valuable asset of capability for action. Studying is when you make your future!

Learning is the right and duty of every student. We want to ensure that students who graduate from Kajaani University of Applied Sciences do so as active experts of the future who can solve problems and face the challenges that come their way. The mainstay of our operations is to provide an atmosphere where things get done and develop to attain positive learning experiences. Therefore the creation of appropriate learning environments is important to us. Hand in hand and by cooperating we are sure to succeed!

Enjoy and make the most of your studies! Dare to try and do different things; don't be afraid of making mistakes! Find your own professional identity and work towards your dreams. Keep your head; don't be satisfied with just going with the flow. The staff of Kajaani University of Applied Sciences together with our student union KAMO is prepared to support you during the different stages of your studies in every way possible.

Come and study and grow into expertise! Welcome to Kajaani University of Applied Sciences!

Turo Kilpeläinen, President



Welcome to Kajaani University of Applied Sciences

Kajaani University of Applied Sciences is a campus of active and satisfied people. Our UAS is a high quality study location undergoing continual development – a study place that will provide you with the preparation that you need for working life. The UAS and KAMO are working together to ensure that when you graduate you will be a leading expert in your particular field. The aim of KAMO is to make our UAS into a listening organisation where students can have their say.

KAMO is a student organization lead by active students with the aim of promoting student benefits and rights. The keystone of maintaining student rights includes student representation on the UAS board, statements and comments and meetings with key decision makers and interest groups. Kamo also provides services to support your studies, including a bookshop, photocopying and binding services.

The most visible of our activities are peer tutoring, international affairs, student events and activities, and student benefits using the student card. KAMO and Kajaani University of Applied Sciences have made a cooperation agreement concerning the implementation and development of peer and international tutoring. According to this agreement KAMO will organise peer tutoring for all students as part of the UAS supervision and counselling system. KAMO will also plan and organise reception and orientation activities for foreign exchange and degree programme students. Moreover KAMO makes a tremendous effort to ensure that foreign students enjoy their stay, organises events for foreign students and promotes internationalisation on the home front.

I also feel that your study years should include some form of social awakening and our union provides an easy way to get involved. Being involved in student union activities during your studies is just as important to personal growth as the teaching and supervision provided by the UAS because such activities provide social interaction skills and the ability to manage common issues that cannot be taught on a course nor learnt in the classroom.

Kajaani University of Applied Sciences has welcomed student union activities right from the very beginning. Today's Union's activities are based on the reformed University of Applied Sciences Law that came into force on 1.8.2006. According to this law each University of Applied Sciences should have an autonomous student union.

You have just started a new chapter in your life by choosing to follow a new path. Sometime this path may seem narrower and uneven but it will eventually lead to a wider 'broadband' – where the knowledge and skills acquired during your journey along the study path will be at the forefront of your life. Kajaani University of Applied Sciences is a great place to study and to achieve the confidence, skills and knowledge to start your working life.

On behalf of our Student Union I would like to welcome all new students to the happy campus where a fair wind blows. I also hope that you enjoy your time in Kajaani and at Kajaani University of Applied Sciences. We will do our best to make you feel at home and that you will be successful in your studies. Come to our office and talk to us about what's on your mind.

The student union KAMO hopes you have a great start to your academic year!

Pasi Ahoniemi
Executive Director

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STUDY GUIDE CODE KEY

Course codes

In total 7 characters of which

- 1st = school (K,M,S,T)
- 2nd = degree programme
- 3rd = basic studies P
- compulsory professional studies A
- optional professional studies V
- free-choice studies W
- practical training T
- 4th = random (A,B,C etc)
- 5th – 7th = number 00 - 99

KAJAANI UNIVERSITY OF APPLIED SCIENCES

Vision 2020: KUAS is Finland's busiest University of Applied Sciences

which, together with its partners in cooperation, is a leading promoter of RDI and business activities in its area of operations, advances the competence and skills of the population and is a dynamic partner and innovator in working life.

Business idea: Busy University of Applied Sciences

Nationally, KUAS is an attractive and interesting partner in cooperation and place of work and study. We advance the development of competence, experts and business and cooperation between practitioners in Northern and Eastern Finland.

Values

A busy, productive and proactive atmosphere in all activities

The staff and students of Kajaani University of Applied Sciences possess a positive, innovative and candid attitude towards the continual development of themselves and their community.

A partner in development

The UAS accomplishes teaching, RDI liaison within local, regional, national and international networks

People as a Resource

Kajaani University of Applied Sciences values work and skills, respects and approves of diversity while supporting individual effort, capability and development. Each member of this working community is committed to common goals and there is a fluent and open flow of information.

Customer Satisfaction

The work carried out in the Kajaani University of Applied Sciences creates client-oriented opportunities and provides added value for its clients and partners in co-operation.

Areas of focus and fields of competence

The renewed strategy for Kajaani University of Applied Sciences (KAUS '20) defines areas of focus and fields of competence. The areas of focus are activities tourism, game production and vehicle information systems. These areas are being used to strive towards international competence and impact.

The fields of competence guiding the KUAS '20 strategy are activities tourism, information systems, nursing and health care, mechanical and mining engineering and business and innovations. We support the development of our areas of focus through the fields of competence to ensure the regional impact of our operations is versatile and effective. For this purpose, a third function, so called RDI activities, responsible for integrating teaching and R&D, supervising student-lead RDI projects and developing operations, has been created to operate alongside R&D activities. The development of Kajaani University of Applied Sciences means the targeting of resources, the improvement and growth of competence and increasing regional impact and attractiveness.

MANAGEMENT AND ADMINISTRATION

The President

Kajaani University of Applied Sciences is a public utility. The Director of the University of Applied Sciences is the President.

The Management Committee

The general administration and finance of a public utility is lead by a management group that is subordinate to the municipal board.

Board

The internal administration of the University of Applied Sciences is presided over by the University Board and the President. The composition of the board is regulated by the University of Applied Sciences law (351/2003, 11 §). The chairman of the board is the President. The board also includes management representatives, full-time teaching and staff representatives, other full-time staff and degree student representatives, business representatives and other representatives from working life.

The management group is subordinate to the board and comprises the President, the Director of Finances and Administration and the Heads of School, acts as a drafting body.

Members of the University of Applied Sciences

Members of the university of applied sciences are regulated by law (352/2003, 3§). Members include full-time teachers and other full-time staff and degree students.

The professional competences are defined separately in this guide in conjunction with each degree programme.

UNIVERSITY OF APPLIED SCIENCES STUDIES

Structure of Studies

Each degree programme consists of basic studies, professional studies, free-choice studies, practical training, and thesis and maturity test. Studies are divided into study periods or courses that can be combined to form larger modules. The range of each course or module is announced in the form of study points known as credits (cr). The range of the degree qualification is described in credits (cr). The student's academic year is worth 1600 working hours which is equivalent to 60 credits.

Teaching and study includes lectures, small group teaching, laboratory and practice sessions, group work, practical assignments and independent work by the student. Some studies are delivered online and can be accomplished either by completing courses offered by Kajaani University of Applied Sciences or the national Virtual UAS.

The selection of alternative/optional and free-choice studies is confirmed each year. For more information on the recognition and eligibility of previous studies please see the Academic Year Guide and our website www.kajak.fi

Basic Studies

The range and contents of basic studies depends on the degree programme and they are always compulsory. Their aim is to

- introduce students to the University of Applied Sciences and the degree programme,
- to provide students with a wide-ranging overview of the status and significance of their chosen field in society, at work and abroad,
- to introduce students to the general theoretical principles and communication in their chosen field,
- to provide students with the required language skills stipulated in statute (352/03).

Professional Studies

Professional studies comprise compulsory and alternative/optional studies. Their range depends on the degree programme. The aim of professional studies is to provide students with knowledge of the central problems and applications of their professional fields and the related theoretical background, enabling graduates to work independently in expert posts in their chosen professional career. Students will deepen and widen their knowledge of a specifically selected area of their professional field through optional/alternative professional studies.

Each degree programme includes integrated profession management studies during basic and professional studies. Profession management studies include information retrieval skills, communication studies and business and enterprise studies.

Free-choice Studies

Free-choice studies provide students with the opportunity to deepen and widen knowledge within their own professional subject area. They can be selected from amongst courses offered within the student's own degree programme, from another degree programme in the same University of Applied Sciences, from another university of applied sciences or university or from elsewhere subject to authorisation. The Head of School or someone authorised by him/her can approve free-choice studies accomplished elsewhere.

The free-choice studies selection for all schools can be found in the Academic Year Guide.

For further information on learning and study methods please see: www.kajak.fi/study/Toolbox for Project Learning

Practical Training for Advanced Professional Skills

Practical training provides a setting where students have the opportunity to learn under supervision the main jobs and tasks linked to their professional studies and to apply acquired theoretical knowledge and practical skills to real work. Practical training forms a part of UAS studies.

Practical training takes place abroad or in Finland in work environments linked to fields of study such as companies, associations, and state or local authority organisations. It is always supervised. Students are provided with learning goal-oriented individual supervision. Students are allocated a teacher supervisor who supervises their student's practical training with the work place supervisor.

There are separate practical training guidelines for each degree programme. For more information please see [www.kajak.fi/Study/Practical Training](http://www.kajak.fi/Study/Practical%20Training)

Thesis (15 cr)

The thesis develops and demonstrates students' abilities to apply their know-how to practical tasks related to their professional studies and requiring expertise. By accomplishing the thesis students demonstrate their ability to work in a goal-oriented manner in their chosen professional field.

The subject of the thesis must be linked to their major that also dictates their choice of practical training place and professional studies. The thesis should focus on a need or requirement of society, business, commerce or industry surrounding the University of Applied Sciences, requiring work and development. In this way the thesis can be part of a research, development or product development project set up by different organisations (companies, associations, clubs, University of Applied Sciences). Students should aim to link their thesis with their practical training period and try to establish whether it would be possible to complete the thesis there. The thesis can take the form of a piece of research (applied research), a project or development undertaking that can be commercialised. It is also recommended that students take advantage of the different fields of study at Kajaani University of Applied Sciences by undertaking cross- or multi- disciplinary and degree programme theses.

The maturity test is part of the polytechnic degree qualification according to statute (352/03) and in order to be awarded a degree certificate students successfully accomplish the maturity test. The thesis always includes a written report. An approved thesis is assessed and is awarded a grade from 1 – 5.

There is more detailed degree-programme specific information on the thesis study module in this guide in the sections on each School. The whole process is described at the address: <http://www.kajak.fi/opari>

Language Studies

Language studies are regulated by statute (352/03) for Universities of Applied Sciences and in the Kajaani University of Applied Sciences Degree Regulations. Students must achieve:

- “language skills in Finnish and Swedish required to be able to practise their profession and for professional development conforming to the compulsory second foreign language skill requirement, of state personnel in their capacity as official bilingual functionaries with a university degree qualification according to the law (424/2003, 6 §) stating the language skills required of public organisation personnel working in bilingual regions”
- “the required spoken and writing skills in a first and/or second foreign language deemed necessary for the practice of a profession and for professional development.”

For students whose language of education is Finnish:

- Students’ Swedish language skills will be evaluated during the Swedish courses. The evaluation scale is Good (grades 5 and 4) or satisfactory (grades 3 – 1). Swedish oral and writing skills will be evaluated separately.
- Finnish language skills will be taken into account during the maturity test linked to the thesis. The maturity test is evaluated according to its content and the standard of Finnish used.

The degree certificate will record the language of education, the language used to complete the maturity test, foreign language(s) studied and a grade for Swedish (spoken and written). All language studies are included in the transcript of studies attached to the degree certificate.

The language skills for Finnish students who have completed degree programmes delivered in English also have the same text on their degree certificate, in English. If a student has received his or her education in a language other than Finnish or Swedish, the University of Applied Sciences has the right to decide on his/her language skill requirements. Such students must apply for exemption from Finnish and Swedish language skill requirements from the Head of the Degree Programme. Such students must also ensure that they complete a sufficient amount of language studies to fulfil the language study requirements of the degree programme.

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 	<ul style="list-style-type: none"> - is able to take responsibility for the actions of a community and for the consequences of these actions

	<ul style="list-style-type: none"> - 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 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 - 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 	<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

	profitable solutions	- is able to develop customer-oriented, sustainable and profitable solutions
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 Certificate and Diploma Supplement

The University of Applied Sciences awards graduates a degree certificate when their university of applied sciences qualification is complete. Degree certificate requests must be made at least two weeks before estimated graduation and at the same time students must fill in the Ministry of Education Questionnaire at the end of their studies. For more detailed information concerning graduation please see the Academic Year Guide.

The Diploma Supplement is an appendix to the degree certificate for international use. The Diploma Supplement contains further information in English on the studies accomplished by the student, the level of the degree qualification and its validity in terms of further study and in working life. The appendix facilitates graduate mobility and the professional and academic recognition of degree qualifications. The Diploma Supplement is awarded automatically and free of charge to all graduating students in conjunction with their degree certificate and with it is enclosed the graduate's Transcript of Records in English listing accomplished courses and grades. The appendix is not a translation of the graduate certificate but it provides further information.

For more information in English on the Diploma Supplement go to:

<http://europa.eu.int/comm/education/recognition/index.html>

The Degree

The Kajaani University of Applied Sciences Degree Regulations and degree-programme specific guidelines decree how the degree qualification can be achieved. The degree must be completed in the time stipulated or at least within one extra year of the time stipulated in the guidelines and syllabi. The syllabi have been designed so that it is possible to achieve a degree qualification as follows:

Qualification	Credits	Recommended time for completion	Max. time for completion
Bachelor of Engineering	240 cr	4 yrs	max 5 yrs
Bachelor of Business Administration	210 cr	3,5 yrs	max 4,5 yrs
Bachelor of Health Care (Nurse)	210 cr	3,5 yrs	max 4,5 yrs
Bachelor of Health Care (Public Health Nurse)	240 cr	4 yrs	max 5 yrs
Bachelor of Hospitality Management	210 cr	3,5 yrs	max 4,5 yrs
Bachelor of Sports Studies (Sports Instructor)	210 cr	3,5 yrs	max 4,5 yrs

Adult education studies leading to a degree qualification and studies leading to a second-cycle/post-graduate degree qualification must be completed in the time stipulated in the syllabus + 1 year.

Students who do not complete their studies in the time allowed will lose their right to study unless the President grants (under certain conditions) extra time to complete outstanding studies.

For more information concerning the right to study and registration as present/absent please see the Kajaani UAS Academic Year Guide.

Bachelor of Business Administration

- Degree Programme in International Business

SCHOOL OF BUSINESS

DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

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

Objective of the Degree Programme

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

Learning Environment

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

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

Learning Strategies

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

Competences

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

Subject specific competences	Description of the competence
Degree programme in International Business	
International Business Awareness	<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. ▪ 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 (61 cr)

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

Professional Studies (89 cr)

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

The professional studies also include 27 credits of Further Specialisation Studies. The aim of the module is to deepen and widen the knowledge related to the professional studies. Studies completed during the student exchange should ideally fit into this module.

Free-choice Studies (15 cr)

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

Practical Training (30 cr)

An essential part of the studies is a five-month-long practical training period, which takes place during the **spring semester of the 3rd study year**. It is recommended that practical training is accomplished in a foreign country, but it can also be done locally. Before starting practical training the student must have a minimum of 115 credits. The purpose of practical training is to offer students the opportunity to put into practice the knowledge acquired from their professional studies by carrying out practical expert tasks in companies.

Thesis (15 cr)

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

Foreign Studies

For Finnish students it is recommended that the 2nd year autumn semester is spent in a foreign university or university of applied sciences. Foreign students may choose not to go abroad. To apply for foreign studies the student must have achieved a minimum of 45 credits per academic year. In addition it is required that the students have good language skills (good skills in English and at least basics in the target country's language if possible) and good grades. Students who do not have any international experience will be given first priority when decisions concerning exchange places are made.

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

Language Studies

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

Finnish Students

English	12 cr
Finnish	6 cr
Swedish	6 cr
Foreign Language	8 cr (5 + 3)

Foreign Students

English	12 cr
Finnish	12 cr
Foreign Language	8 cr (5 + 3)

Foreign language courses which can be offered at this level are French, Spanish, Italian, Russian, Chinese and German. **It is recommended that foreign students concentrate on studying the Finnish language during the first study year and start another new language during the second year.**

Progress Chart

1st year	2nd year	3rd year	4th year
<ul style="list-style-type: none"> • Business Activities • Operational Environment • Methodological Studies • Communication Studies I • Personal Development Programme 	<ul style="list-style-type: none"> • International Business Activities • Communication Studies II • Further Specialisation Studies • Foreign Studies 	<ul style="list-style-type: none"> • Further Specialisation Studies • Free-choice Studies • Practical Training • Thesis 	<ul style="list-style-type: none"> • Thesis and Maturity Test • Further Specialisation Studies • Free-choice Studies

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

BASIC STUDIES 61 CR

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

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

PROFESSIONAL STUDIES 89 CR

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

** Recommended to be taken abroad.

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

Contents:
Sources of law
The law of obligations
Contract law
Business law
Labour law

Learning Methods: Lectures, exercises

Assessment Methods: Exam

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

(KBBA012) Introduction to Marketing

Credits: 4 cr **Timing:** 1st yr

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

Previous Learning: Introduction to Business Operations

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

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

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

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

(KBBA009) Introduction to Management

Credits: 5 cr **Timing:** 1st yr

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

Contents: Foundations of management
Cognitive processes of organizational behavior
Dynamics of organizational behavior
Organization design, change and innovation
Managing and leading for high performance

Learning Methods: Lectures, case study, and group exercises

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

(KBPI016) Finance

Credits:	4 cr	Timing:	2nd or 3rd yr
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Learning Objectives: Understanding the role of finance as a business function, and the factors influencing financial decisions. Gaining knowledge of financial markets and their effects on financial decisions.

Previous Learning: Business mathematics, office application, economics, Statistics, management accounting.

Contents:	Financial environment, institutions and instruments Basics of banking Basics of financing theory Assets valuation methods and techniques Capital structure decision and impact on cost of capital Capital budgeting rules and methods Assets allocation decision under risk
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Learning Methods: Lectures, exercises

Assessment Methods: Assignments, final exam

Bibliography: To be announced later

(KBPI017) Product Development 1

Credits:	3 cr	Timing:	3rd yr
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Learning Objectives: The course aims to develop the interdisciplinary skills required for successful product development in today's competitive marketplace. Engineering, Business, Sport and Game programming students join forces on small product development groups to experience the new product development process in detail, learning about the available methods, tools and techniques to execute each process step along the way. Each student brings his/her own disciplinary perspective to the group effort, and should learn to synthesize that perspective with those of the other students in the team to develop a sound marketable product. The course provides a multiple perspective approach that links the key areas of R&D, marketing and technology. Each project in the course addresses market (customer needs), technical (engineering design, prototyping, and manufacture) and financial (profitability) feasibilities of the new product. Students are expected to leave the course understanding new product development processes as well as useful tools, techniques and organizational structures that support new product development

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., Enhancing Leadership. The Dynamics of Leadership

(KBW029) Management Procedures and Strategies

Credits:	5 cr	Timing:	2nd - 4th yr
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Learning Objectives: Students will understand and be able to apply a strategic business control system.

Contents:	Use of the balanced scorecard, scores and assessment, information gathering and implementation
Learning Methods:	Independent studying in the virtual studying environment using books concerning the subject. Students may also write the essay on a theme related to the subject and agreed with the teacher.
Assessment Methods:	Long essay
Bibliography:	Kaplan, Norton, The Balanced Scorecard Aaker D., Developing Business Strategies Internet sources

(KBW030) Organizational Psychology

Credits:	3 cr	Timing:	2nd - 4th yr
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Learning Objectives: This course provides in depth knowledge of organisational behaviour.

Contents:	The role and responsibility of leadership in conflict situations, dealing with problems in the work community, work satisfaction, encouragement, reward and skills development.
Learning Methods:	Independent studying in the virtual studying environment using books concerning the subject. Students may also write the essay on a theme related to the subject and agreed with the teacher.
Assessment Methods:	Long essay
Bibliography:	To be announced and internet sources

(KBPF005) Consumer Buyer Behaviour

Assessment Methods: Participation and reports

Bibliography: See Practical training guide on the internet

Bachelor of Hospitality Management

- Degree Programme in Tourism

SCHOOL OF TOURISM

DEGREE PROGRAMME IN TOURISM

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

Objective of the Degree programme

The objective of the Degree Programme in Tourism is to provide both Finnish and international students with a high quality, practical yet academic training in tourism management. The programme emphasises the development of skills needed in managing activity and nature tourism services. In addition, a wide range of related subjects such as marketing, financing, accommodation services, business activities, product development and human resource management are also covered. Language studies also play a major role. Upon completion of the required 210 credits within three and a half years, graduates are awarded a **Bachelor of Hospitality Management**.

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
- A programme that is both challenging yet supportive
- A truly international atmosphere, achieved through the Kajaani UAS' extensive links with partner colleges abroad
- Co-operation with a network of local businesses and other tourism interest groups
- Professional highly qualified staff with experience in the tourism sector

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, field trips, outings, seminars, individual tutorials, workshops, case study, group work, project work, research and video conferencing.

The language of instruction is English and the courses are taught by Kajaani University of Applied Sciences' own academic staff and a resource of guest lecturers from various partner institutions in Europe, plus business professionals drawn from firms who are involved in international business and who maintain contacts with Kajaani University of Applied Sciences. Through the use of various tutorial approaches, sessions are designed to ensure that students can fully exercise their creative potential and that critical learning is facilitated. This is why interactive learning, team-based course work and small group sessions form an important element of the learning process of the Degree Programme in Tourism.

Competences

Degree programme in tourism covers five main competences which are:

Subject specific competences Degree programme in Tourism	Description of the competence The Student
Service-mindedness	<ul style="list-style-type: none"> ▪ understands that hospitality is one of the central values and success factors of the sector. ▪ can provide healthy, safe and profitable services which promote customers' wellbeing. ▪ can take aesthetic and ethical perspectives into account when providing services (premises, service products, communications). ▪ is familiar with the principles of consumer behaviour and can make use of them in developing services.
Service systems	<ul style="list-style-type: none"> ▪ can plan, produce and develop services to suit the needs of the operating environment. ▪ can define, manage and evaluate service processes (product planning, profitability, and organisation, management and development of work) ▪ can develop services using product development and commodification methods ▪ is aware of the safety requirements for the sector and can apply them to his/her own work.
Service management	<ul style="list-style-type: none"> ▪ knows and understands company strategies and can make use of them in managing service operations. ▪ can plan, implement and evaluate his/her own and the department's daily supervisory management activities. ▪ can organise a work community and make use of the skills of individuals, teams and communities.
Business know-how	<ul style="list-style-type: none"> ▪ can analyse customer relationships from the point of view of service development. ▪ understands the main concepts of business and has internalised the principles of a commercial approach. ▪ can predict the effect of alternative operating methods on financial results and competitiveness. ▪ can apply the principles of entrepreneurship, both as an entrepreneur and as an employee. ▪ can operate in, make use of and develop various kinds of networks.
Service environments for tourism	<ul style="list-style-type: none"> ▪ can develop service environments and networks related to leisure and business travel. ▪ understands the significance of internationalisation, globalisation and different cultures for services and their development. ▪ can work in various international operating environments. ▪ can benefit from applying the characteristics of national cultures in developing tourism. ▪ can develop regional strengths and improve regional influence in tourism.

Annual Themes – Study Progress Description

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

1st year – Observer of Tourism	<ul style="list-style-type: none"> ▪ The student has the basic information needed to understand the fundamental process of tourism, its structures, and impact on society in economic, social and ecological terms. ▪ The student gains knowledge of the theoretical models applied in tourism. ▪ The students will gain the necessary computer skills and methodological tools needed for data collection, analysis and reporting.
2nd and 3rd year – Applicator	<ul style="list-style-type: none"> ▪ In 2nd and 3rd year the student will deepen both the theoretical and practical knowledge needed to function in tourism.
4th year - Developer of Tourism	<ul style="list-style-type: none"> ▪ In the 4th year the student has competences to develop and analyse tourism products and services. The student is able to develop business activities by implementing the latest findings in the field.

Structure of the Programme

Basic Studies (75 cr)

Basic studies are compulsory studies and should be completed mainly during the first year of study. These courses include basic courses in tourism and business activities and methodological as well language studies.

Professional Studies (75 cr)

These courses are carried out from the second year onwards and they include special study modules covering different areas of tourism. The aim of professional studies is to equip students with both the theoretical and practical knowledge needed to function in tourism.

Free-choice Studies (15 cr)

The studies include a minimum of 15 credits of free-choice studies. Free-choice studies are included in professional studies. The aim is to provide the student with the opportunity to deepen and widen knowledge related to his or her own professional field. These can be chosen from the degree programme or from another degree programmes in the same school or from another university of applied sciences, 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 studies is a five-month-long practical training period, which takes place during **spring semester of the 3rd study year**. Practical training can be done either in Finland or a foreign country. Before starting practical training students must have a minimum of 115 credits. The purpose of practical training is to offer students the possibility to put into practice the knowledge acquired from their professional studies by carrying out practical tasks in companies.

Thesis and Maturity Test (15 cr)

The purpose of the thesis is to demonstrate students' 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. It is recommended that the thesis be completed in co-operation with a tourism company or in co-operation with other interest groups. 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.

The maturity test is done after completing the thesis. The test demonstrates students' language skills and how familiar they are with the chosen subject of their thesis. Finnish students write the test in Finnish and foreign students in English. The test is completed under supervision with questions provided by the thesis/project 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 without prior international experience will be given priority when decisions concerning exchange places are made.

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

Language Studies

The Degree Programme in Tourism includes 21 credits of compulsory language studies. Language studies should comprise at least studies in Finnish and English. Finnish students also have two compulsory Swedish courses. It is highly recommended that students choose one language as part of their free-choice studies. These studies should include at least 8 credits in order to achieve a good level of the chosen language (5 cr beginner's course + 3 cr intermediate/advanced studies). Foreign language courses offered at this level are French, Spanish, Italian, Russian, Swedish and German.

Finnish Students

English	9 cr
Finnish	6 cr
Swedish	6 cr

Foreign Students

English	9 cr
Finnish	12 cr

It is recommended that foreign students concentrate on studying Finnish language during the first study year and start another new language during the second year.

THE COURSE STRUCTURE FOR THE DEGREE PROGRAMME IN TOURISM (2011)**BASIC STUDIES**

MTBA2Z	BASICS IN TOURISM	26 CR
MTBA001	Principles of Tourism	6 cr
MTBA002	Introduction to Nature and Activity Tourism	5 cr
MTBA003	Tourism Product Development I	3 cr
MTBA005	Safety and First Aid	3 cr
MTBA006	Food Hygiene	3 cr
MTBA009	Serving	1.5 cr
MTBA010	Bar Services	1.5 cr
MTBA011	Hospitality Management	3 cr
MTBO3Z	BUSINESS ACTIVITIES 1	17 CR
MTBO004	Introduction to Marketing	4 cr
MTBO005	Introduction to Business Operations	3 cr
MTBO003	Introduction to Management Accounting	5 cr
MTBO006	Introduction to Management	5 cr
MTBC4Z	COMMUNICATION STUDIES	21 CR
	<i>Common courses:</i>	
MTBC004	Basics of Tourism English	3 cr
MTBC008	Academic Writing	3 cr
MTBC005	Business Communication Skills	3 cr
	<i>Finnish students:</i>	
MTBC001	Oral Communication and Meeting Skills (in Finnish)	3 cr
MTBC002	Written Communication and Business Letters (in Finnish)	3 cr
MTBC003	Svenska inom turismen 1	3 cr
MTBC009	Svenska inom turismen 2	3 cr
	<i>Foreign Students:</i>	
MTBC006	Finnish for Foreigners 1	6 cr
MTBC007	Finnish for Foreigners 2	3 cr
MTBC010	Finnish Conversation	3 cr
MTBM4Z	METHODOLOGICAL STUDIES 1	11 CR
MTBM001	Business Mathematics	3 cr
MTBM002	Office Applications	5 cr
MTBM003	Personal Development Programme	3 cr

PROFESSIONAL STUDIES

MTPT6Z	TOURISM SERVICES	47 CR
MTPT019	Project Management	6 cr
MTPT001	Management of Nature and Activity Services	4 cr
MTPT016	Transportation and tourism	4 cr
MTPT003	Sustainable Tourism	3 cr
MTPT005	Adventure Tourism	3 cr
MTPT017	Guiding Skills	3 cr
MTPT007	Event Management	3 cr
MTPT018	World cultures	3 cr
MTPT009	Food and Culture	4 cr
MTPT010	Intercultural Communication	3 cr
MTPT011	Tourism Planning and Policy	5 cr
MTPT012	Tourism Product Development 2	3 cr
MTPT015	Tourism Economics	3 cr
MTPO7Z	BUSINESS ACTIVITIES 2	21 CR
MTPO001	Marketing of Tourism Services	3 cr
MTPO002	Marketing Communications	3 cr
MTPO009	Financial Accounting	4 cr
MTPO008	Human Resource Management	3 cr
MTPO005	Law Studies	5 cr
MTPO007	Strategic Management	3 cr
MTPM8Z	METHODOLOGICAL STUDIES 2	7 CR
MTPM003	Applied Research Methods	4 cr
MTPM004	Statistics	3 cr
FREE-CHOICE STUDIES		15 CR
PRACTICAL TRAINING		30 CR
THESIS		15 CR

Learning Methods: Lectures, discussions, individual and group exercises

Assessment Methods: Exam and exercises

Bibliography: Reading list/material provided by lecturer

(MTBA009) Serving

Credits: 1.5 cr Timing: 1st yr

Learning Objectives: Students will become proficient in the basic principles of serving.

Contents: Basic serving methods and techniques

Learning Methods: Lectures and serving in the learning restaurant

Assessment Methods: Exam

Bibliography: To be announced

(MTBA010) Bar Services

Credits: 1.5 cr Timing: 2nd yr

Learning Objectives: Students will becoming proficient in the law concerning the sale of alcoholic beverages.

Contents: Alcohol legislation

Learning Methods: Lectures, individual and group work

Assessment Methods: Exam

Bibliography: To be announced

(MTBA011) Hospitality Management

Credits: 3 cr Timing: 1st yr

Learning Objectives: The aim of the course is to raise awareness of the hospitality industry's versatility. Students can distinguish between different types of accommodation and will get to know various other hospitality organisations like cruise liners.

Contents: Structure and types of accommodation
Hotel classifications
Hotel ownership and management
Hotel operations management
Hotel reservation system
Cruise liners
Recreation and leisure organisations

Learning Methods: Lectures, independant studies, group work, workshops, presentations, company visits

Contents:	Russian tourism destinations and attractions
Learning Methods:	Course orientations and closing seminar in the class. Group assignments on agreed themes A 5 day fact finding trip to St. Petersburg. Cost of the trip on student's own expences appr. 150 euros.
Assessment Methods:	Portfolio containing learning diary and assignments
Bibliography:	Reading list/material provided by lecturer

(MTW009) Destination Marketing

Credits:	3 cr	Timing:	2nd-3rd yr
Learning Objectives:	Becoming a recognized, desired destination is a demanding marketing challenge. During the course students will approach the marketing of countries, regions and places from different angles.		
Contents:	Marketing of countries, regions and places from theoretical and practical angles.		
Bibliography:	To be announced		

(MTW040) Tour Operations

Credits:	3 cr	Timing:	2nd - 3rd yr
Learning Objectives:	Students will be conversant with tour operating and what it involves from the point of view of the consumer and service provider.		
Contents:	Theoretical back ground of tour operating Destination Mangemnt Tourism attraction factors and trends		
Learning Methods:	Lectures Tasks and exercises Field trip to Greece, Turkey or another significant holiday destination. Students must cover a part of the cost of the field trip themselves, amount will be announced later. Estimated cost of the trip for students 250-300 euros.		
Assessment Methods:	A research report on a pre-agreed topic, completed in groups and presented during a seminar. Learning diary.		
Bibliography:	To be announced		

(MMWA066) Cultural Tourism in Finland

Credits:	3 cr	Timing:	2nd year
Learning Objectives:	This course introduces students to the principles and issues of cultural tourism from a multidisciplinary perspective. It approaches tourism from a holistic perspective focusing on Finnish culture and cultural tourism policy in Finland. Students will be able to apply this knowledge in tourism in Finland.		
Contents:	The concept of cultural tourism. Finnish Culture Cultural tourism policy in Europe and in Finland		

(MTH09Z) PRACTICAL TRAINING 30 cr**(MTH001) Practical Training**

Credits: 30 cr Timing: 3rd yr

Learning Objectives: Students will have the opportunity to familiarise themselves with the jobs and duties of their chosen field as well as learning to develop and assess their own work and working environment. Students should apply for training places themselves in a domestic or foreign company or public organisation.

Contents: Seminars before and after the practical training period.
 Practical training period in a tourism/hospitality company/public organisation
 Training reports and assignments
 More detailed instructions and forms are available in moodle that will be presented during the practical training seminars.

Assessment Methods: Practical training, reports and documentation

Bachelor of Sports Studies

- Degree Programme in Sports and Leisure Management

SCHOOL OF HEALTH AND SPORTS

DEGREE PROGRAMME IN SPORTS AND LEISURE MANAGEMENT

Head of School	Ms. Eija Heikkinen
Head of Degree Programme	Mr. Kari Partanen
International Study Office	Ms Nora Müller Ms. Kirsi Sievers (on leave of absence 2011 – 2012)

Objectives of the Degree Programme

The objective of the Sports and Leisure Management Degree Programme is to provide both Finnish and international students with a high quality, practical yet academic training in the field of sports. The programme emphasises the development of sports and exercise skills and competence particularly required in coaching. Students will be prepared for coaching and to develop their own field. Their professional competence will be built upon a multidisciplinary knowledge base, as well as practical and interpersonal skills. They will also be able to operate within different kinds of working groups and networks.

Graduates will be qualified to seek employment in sports and leisure organisations, associations, clubs and businesses and they will possess the know how to run their own sports and leisure enterprises. Upon completion of the required 210 credits within three and a half years, graduates are awarded a Bachelor of Sports Studies and are entitled to use the professional title of Sports Instructor.

The degree programme consists of basic studies, professional studies and free choice studies. An essential part of the studies is also a five-month period of practical training. Part of the studies can be completed abroad.

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
- A programme that is both challenging yet supportive
- An international atmosphere.

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, PE demonstrations, seminars, individual tutorials, workshops, case study, group work, project work and research.

The language of instruction is English and the courses are taught by Kajaani University of Applied Sciences' own academic staff and a resource of guest lecturers from partner institutions, for example Vuokatti Campus (www.vuokatticampus.fi). Interactive learning, team-based course work and small group sessions form an important element of the learning process of the Degree Programme in Sports and Leisure Management.

Description of Competences

Subject specific competences Degree programme in Sports and Leisure Management	Description of the competence The Student
COMPETENCE IN PHYSICAL ACTIVITY	<ul style="list-style-type: none"> ▪ Ability to manage the fundamental knowledge and skills required in the most common physical activities and to apply them when instructing different target groups ▪ Demonstration of the possession of fundamental knowledge required in special needs education ▪ Understanding of the value of various physical activities as a tool for developing motor skills, physical qualities, and self-expression
COMPETENCE IN HEALTH PROMOTING PHYSICAL ACTIVITY AND COACHING	<ul style="list-style-type: none"> ▪ Demonstration of a fundamental knowledge of anatomy and physiology and the ability to apply when teaching different types of target group ▪ Competence in the mechanisms of physical activity, the fundamentals of testing and training planning / coaching programs ▪ Proficient knowledge of the factors affecting human growth, development, and social behaviour as well as the ability to take them into consideration during physical activity ▪ Demonstration of the ability to plan and instruct health promoting physical activities ▪ Demonstration of expertise in health enhancing physical activity
COMPETENCE IN PEDAGOGY AND DIDACTICS	<ul style="list-style-type: none"> ▪ Demonstration of ability to use a variety of different instruction and teaching methods as well as goal setting with different target groups ▪ Management of planning, execution, and evaluation of extensive modes and modules of teaching ▪ Demonstration of ability to use physical education for the benefit of supporting and providing education in human growth and development ▪ Instruction expertise and the ability to utilise learning concepts based on personal values and level of knowledge in physical education
COMPETENCE IN AREAS OF PHYSICAL EXERCISE INVOLVING LEADERSHIP AND ENTERPRISE	<ul style="list-style-type: none"> ▪ Ability to manage developmental visions in physical activity culture and services as well as to improve the status of physical education in society ▪ Demonstration of the ability to work in a variety of different expert and executive tasks in physical education ▪ Proficiency in the different enterprise opportunities in physical education and in starting a small business

Annual Themes - Study Progress Description

1st year Orientation

Students will gain an overall understanding of physical education and their own attitude towards their selected professional field as well as of the demands of physical exercise and coaching.

2nd year Action

Students will plan, implement and assess supervised exercise for different target groups taking into account the skills based, knowledge based and educational goals of exercise.

3rd year Coaching and Depth

Students will be able to plan goal and customer oriented coaching and exercise programs, with the ability to justify their actions in their capacity of sports instructors and coaches.

4th year Competent and Capable of Development

Students will develop the field of physical exercise independently by networking with different operators in the field and other cooperation bodies.

Structure of the Programme

Basic Studies (26 cr)

Basic studies are compulsory studies. These courses include basic courses in communication skills as well language studies.

Professional Studies (89 cr)

These courses are carried out from the first year onwards and they include special study modules covering different areas of sports. The aim of professional studies is to equip students with both the theoretical and practical knowledge needed to function in well-being and health promoting exercise, physical activity, pedagogy and didactics as well leadership and entrepreneurship.

Further specialisation studies (35 cr)

In these studies students will be prepared for coaching and to develop their own field. Their professional competence will be built upon a multidisciplinary knowledge base.

Free-choice Studies (15 cr)

The aim of the free-choice studies is to provide the student with the opportunity to deepen and widen knowledge related to his or her own professional field. These can be chosen from the degree programme or from another degree programmes in the same school or from another university of applied sciences, 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 studies is a five-month-long practical training period, which takes place during the 2nd and 3rd study year. Finnish students must complete either practical training or a semester of their studies abroad. Before starting practical training students must have a minimum of 40 credits. The purpose of practical training is to offer students the opportunity to put into practice the knowledge acquired from their professional studies by carrying out practical tasks in different kinds of sports organisations.

Thesis and Maturity Test (15 cr)

The purpose of the thesis is to demonstrate students' 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. It is recommended that the thesis be completed in co-operation with sport companies or organisations any or in co-operation with other interest groups. Preparation of the thesis is usually accomplished towards the end of studies during the final year.

The maturity test is done after completing the thesis. The test demonstrates students' language skills and how familiar they are with the chosen subject of their thesis. Finnish students write the test in Finnish and foreign students in English. The test is completed under supervision with questions provided by the thesis/project 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 without prior international experience will be given priority when decisions concerning exchange places are made.

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

Language Studies

The Degree Programme in Sports and Leisure Management includes 18 credits of compulsory language studies. Language studies should comprise at least Finnish and English studies. Finnish students also have one compulsory Swedish course. It is highly recommended that students choose one language as part of their free-choice studies. These studies should include at least 8 credits in order to achieve a good level in the chosen language (5 cr beginner's course + 3 cr intermediate/advanced studies).

Finnish Students

English	9 cr
Finnish	6 cr
Swedish	3 cr

Foreign Students

English	6 cr
Finnish	12 cr

Foreign language courses offered at this level are French, Spanish, Italian, Russian, Chinese and German.

THE COURSE CONTENT FOR THE DEGREE PROGRAMME IN SPORTS AND LEISURE MANAGEMENT (2011)

BASIC STUDIES 26 CR

SSBC1Z	Communication Skills	26 cr
SSBC001	Personal Development Programme	5 cr
SSBC002	Interpersonal Skills	3 cr
SSBC008	English: Academic Writing	3 cr
SSBC006	English: Basics of Sports and Leisure English	3 cr
<i>Finnish Students</i>		
SSBC003	Finnish 1	3 cr
SSBC004	Finnish 2	3 cr
SSBC005	Swedish: Svenska för Idrottsbranchen	3 cr
SSBC007	English: Coaching Communication Skills	3 cr
<i>Foreign Students</i>		
SSBC009	Finnish for Foreigners 1	6 cr
SSBC010	Finnish for Foreigners 2	3 cr
SSBC011	Finnish for Foreigners 3	3 cr

PROFESSIONAL STUDIES 118 CR

SSPH2Z	Health Promoting Physical Activity and Coaching	27 cr
SSPH001	Anatomy and Physiology	
SSPH002	Exercise Physiology	5 cr
SSPH003	Adapted Physical Education	4 cr
SSPH004	Human Motor Development	3 cr
SSPH005	Coaching 1	3 cr
SSPH006	Exercise and Health Counselling	3 cr
SSPH007	Nutrition	3 cr
SSPH008	First Aid and Health Risks	3 cr
SSPP3Z	Pedagogy and Didactics	8 cr
SSPP001	Introduction to Physical Education	5 cr
SSPP002	Instructing Health-Enhancing Physical Activity	3 cr
SSPL4Z	Leadership- and Entrepreneurship in the Field of Physical Activity	18 cr
SSPL001	Introduction to Business Operations	
SSPL002	Introduction to Marketing	3 cr
SSPL003	Introduction to Management Accounting	4 cr
SSPL004	Project Management	3 cr
SSPL005	Product Development	5 cr
		3 cr

SPA5Z	Physical Activity	35 cr
SSPA001	Ice Sports	3 cr
SSPA003	Downhill Skiing	3 cr
SSPA009	Skiing and Outdoor Activities	4 cr
SSPA010	Ball Sports	6 cr
SSPA011	Gymnastics	4 cr
SSPA006	Gym Training	3 cr
SSPA007	Musical Exercise	3 cr
SSPA005	Athletics	3 cr
SSPA012	Aquatics	6 cr
SSPR6Z	Research Studies	6 cr
SSPR001	Introduction to Research	6 cr
FURTHER SPECIALISATION STUDIES		30 CR
SSPC7Z	Coaching	30 cr
SSPC009	Health Exercise Coaching	6 cr
SSPC010	Applications of Exercises	6 cr
SSPC003	Coaching 2	3 cr
SSPC004	Development of Physical Qualities	6 cr
SSPC011	Managing a Training Process	3 cr
SSPC007	Sports Psychology	3 cr
SSPC008	Sports Nutrition	3 cr
SSBW8Z	FREE-CHOICE STUDIES	15 CR
SSBW006	Sociology of Sports	3 cr
SSBW007	Physical Exercise for the Disabled	3 cr
SSBW008	Sports Injuries	3 cr
SSBW010	Taping and Massage	3 cr
SSBW012	Aquatic Sports 2	3 cr
SSBW013	English	3 cr
SSBW014	Digital Games	3 cr
SSBW015	Dance	3 cr
KLWY020	Orientation for Student Exchange	3 cr
SSBW017	Product Development 2	3 cr
<i>Business Studies</i>		
<i>Tourism Studies</i>		
<i>Language Studies</i>		
SSPT9Z	PRACTICAL TRAINING	30 CR
SSPT001	Practical Training (Orientation)	9 cr
SSPT002	Advanced Training	21 cr
SSTH10Z THESIS		15 CR

Learning Objectives: Students will gain the basic skills required in learning to become an expert through the accomplishment of research and development projects and will understand their significance in terms of the development of professional competence.

Contents: Research and development work in sports
The theory based research process
Source material based research process
The commodification process
Analysis and interpretation of research material

Learning Methods: Lectures, supervised exercises, seminars, independent study, part of the course delivered as R & D studies, delivered partly online

Assessment Methods: Compilation assignment (handled in seminars), exam

Bibliography: <http://www.kajak/opari.fi>
To be announced

(SSPC7Z) COACHING 35 cr

Students will gain the skills and know-how to manage the whole coaching process: planning, implementation, assessment and leadership.

(SSPC003) Coaching 2

Credits: 3 cr **Timing:** 3rd yr

Learning Objectives: Students will be proficient in coaching practice with knowledge of different coaching systems.

Previous Learning: Coaching 1

Contents: Coaching concepts
Coaching tools
Coaching systems

Learning Methods: Lectures, delivered partly as online studies

Assessment Methods: Exam

Bibliography: To be announced

(SSPC004) Development of Physical Qualities

Credits: 6 cr **Timing:** 3rd yr

Learning Objectives: Students will be conversant with the development of physical features and with the methodology of developing different physical characteristics in practice.

Previous Learning: Anatomy and Physiology Exercise Physiology

Contents: Receptive periods in terms of the development of physical characteristics.
Deeper analysis of movement
The principles of the development of physical characteristics: skill, strength, speed, endurance, mobility

Learning Methods: Lectures

Assessment Methods: Exam

Bibliography: To be announced

(SSPC009) Health Exercise Coaching

Credits: 6 cr Timing: 3rd yr

Learning Objectives: Students will be able to compile exercise programmes for different age groups taking into account level of performance and capability. They will also be able to instruct clients how to adopt a health promoting life-style.

Contents: Fitness, measuring and compiling exercise programmes, Different methods of exercise counselling.

Learning Methods: Lectures, supervised exercises, Course will partly be delivered as R&D studies

Assessment Methods: Testing clients and compiling exercise programmes for them - exercise counselling assignment

Bibliography: Further reading as indicated by the lecturer.

(SSPC010) Applications of Exercises

Credits: 6 cr Timing: 3rd - 4th yr

Learning Objectives: Students will be able to apply different forms of exercise practice for different kinds of people and provide client based counselling and supervision taking into account different levels of achievement and performance linked to varying physical, mental and social states.

Contents: Different forms of exercise and sports and their application
Exercising with different health problems and illness
Exercise for groups with special needs

Learning Methods: Lectures, supervised assignments Course partly delivered as R&D studies

Assessment Methods: Assignments, exam

Bibliography: Scientific articles
Reading list/material provided by lecturer

(SSBW8Z) FREE-CHOICE STUDIES 15 cr

Students can freely select 15 cr of studies that will support their professional development, from their own field/degree programme or from another degree programme in their own university of applied sciences, from another university of applied sciences or science university. Students will achieve wide-ranging expertise.

Learning Objectives: Students will deepen their knowledge of and competence in sports, exercise and leisure operations and coaching. They will be able to develop their work and operational environment using research based knowledge.

Contents: An 8-week practical training period in relevant companies or public institutions and associations/clubs (in Finland or abroad)

Learning Methods: Partly delivered online and as R & D studies.

Assessment Methods: Report and diary kept during the practical training period, online assignment