

SCHOOL OF BUSINESS

DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

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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

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

Subject specific competences Degree programme in International Business	Description of the competence
International Business Awareness	<ul style="list-style-type: none"> ▪ Ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalisation, the influence of increasing globalisation, international trade systems and financial relations and the role of several principal institutions (e.g. WTO, EU, IMF, World Bank) in international business. ▪ Ability to assess the impact of these trends of the international business environment on his own activities as well on the 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

	<p>and intercultural communication.</p> <ul style="list-style-type: none"> ▪ Identification of the relevant dimensions of cultures and development of self-awareness of his own cultural background. ▪ Ability to adapt his behaviour to the standards in other cultures and can maintain an international network essential to his 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 macro, industry 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 the 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 the 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
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	for data collection, analysis and reporting.
2nd year – Learner of International Business Operations	The student <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	The student <ul style="list-style-type: none"> ▪ is able to apply his/her knowledge into practise ▪ learns to plan research and business activities ▪ deepens his/her knowledge of international business
4th year - Developer of Business Operations	The student <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 environment, 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.

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 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 studies is a five-month-long practical training, 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 his/her 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 and studies will be arranged at Kajaani University of Applied Sciences. Partner institutions and other 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. To apply for foreign studies the student must have achieved a minimum of 45 credits per academic year. Each student makes a personal study plan with the school's international co-ordinator for the period of foreign studies. Studies completed abroad are approved as part of the degree programme within either further specialisation studies or free-choice studies.

Language Studies

The Degree Programme in International Business includes 32 credits of compulsory language study. Language studies should comprise three different languages and students should acquire a minimum of 8 credits in the new foreign language studied (5 cr beginners course + 3 cr intermediate/advanced studies). English is the language of teaching in the degree programme. However, all students must also acquire a minimum of 12 credits in English taught/planned by professional language teachers. The 12 credits of English are part of compulsory studies. 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 and German. Every student is expected to choose one language at the beginning of their studies.

Optional language studies that are taught in Finnish can be found on page **TÄHÄN NRO**

Progress Chart

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

THE COURSE CONTENT FOR THE DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

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 Foreign Language *	3 cr 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 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

COURSE DESCRIPTIONS FOR THE DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

BASIC STUDIES

(KBBA3Z) BUSINESS ACTIVITIES 27 cr

(KBBA001) Introduction to Business Operations

Credits:	3 cr	Timing:	1st yr
Objective:	Provide students with a general overview of all business aspects, and to orientate students to business and management functions.		
Prerequisite:	The course assumes no prior knowledge of business.		
Contents:	Business concepts, Business environment, Interest groups, Legal forms of ownership, management, Overview of business functions (operations, human resource, marketing, finance, accounting), Money and Financial markets.		
Learning Strategies:	Lectures, group work, case studies and exercises		
Assessment:	Active participation. Final examination		
Bibliography:	Nickels, McHugh, Understanding Business 8th edition		

(KBBA002) Introduction to Management Accounting

Credits:	5 cr	Timing:	1st yr
Objective:	The student will understand 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, solidity and liquidity Cost-volume-profit analysis Short-term calculations, planning and controlling methods Long-term calculations: investments Budgeting Balanced scorecard Activity based costing		
Learning Strategies:	Lectures, exercises, management accounting software		
Assessment:	Exercises and exam		
Bibliography:	To be announced		

(KBBA003) Introduction to Business Law

Credits:	3 cr	Timing:	1st yr
Objective:	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 Strategies: Lectures, exercises

Assessment: Exam

Bibliography: To be announced

(KBBA012) Introduction to Marketing

Credits: 4 cr Timing: 1st yr

Objective: 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.

Prerequisite: 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 Strategies: Lectures, seminar presentations, case studies, class discussion, written exercises.

Assessment: 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

Objective: 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 Strategies: Lectures, case studies, and exercises

Assessment: Case studies, exercises and exam

Bibliography: Hill and MacShane, Principles of Management

Pettinger, Introduction to Management; Luthans, Organizational Behavior

(KBBA006) Project Management

Credits:	3 cr	Timing:	1st yr
Objective:	The student will adopt the modern way of goal-oriented working used both in business and administration.		
Contents:	Project definition Project planning Managing a project Leadership, teamwork Progress, follow-up and evaluation Computer applications in Project		
Learning Strategies:	Lectures, practical exercises		
Assessment:	Exam and group work		
Bibliography:	A Guide to the Project Management, Body of Knowledge (Third Edition), Project Management Institute. Material provided by the lecturer		

(KBBA010) Supply Chain Management

Credits:	4 cr	Timing:	1st yr
Objective:	This course is an introduction to the supply chain concept and an opportunity to explore the management of supply chains to improve an organization's overall supply efficiency.		
Contents:	The context of logistics Planning the supply chain Purchasing and quality management Inventory management Logistics strategies		
Learning Strategies:	Lectures, case study, and exercises		
Assessment:	Case study, exercises and exam		
Bibliography:	Fawcett, Ellram, and Ogden, Supply Chain Management: From Vision to Implementation Chopra and Meindl, Supply Chain Management, 3/E Waters, Logistics an Introduction to Supply Chain Management; Bowersox, Closs, Cooper, Supply Chain Logistics Management		

(KBBO3Z) OPERATIONAL ENVIRONMENT 7 cr

(KBBO005) Economics

Credits:	4 cr	Timing:	1st yr
Objective:	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, markets interaction, consumer choice, firm's output decision, market structures, and resource allocation. In macroeconomics, the objective is to increase students' knowledge and broaden their economic views to the national level, by understanding the relationships between several macroeconomic phenomena and the macroeconomic analytical tools to interpret these relationships and predict economic consequences of fiscal and monetary policies.

Prerequisite: Introduction to Business Operations

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

Learning Strategies: Lectures, and class exercises

Assessment: Final examination

Bibliography: Economics, 6th edition (Parkin, Powell, Matthews) and Economics, 8th edition (Begg, Fischer, Dornbusch)

(KBBO003) International Economics

Credits: 3 cr Timing: 1st yr

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

Prerequisite: Introduction to economics

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

Learning Strategies: Lectures, exercises, group presentations.

Assessment: active participation, presentation, written examination

Bibliography: International Economics 2nd edition (Sawyer, Sprinkle) & International Economics 13th edition (Pugel)

(KBBM4Z) METHODOLOGICAL STUDIES 10 cr

(KBBM005) Basics of Hardware and Software

Credits: 4 cr Timing: 1st yr

Objective: 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

Learning Strategies: Lectures, practical exercises and individual use

Assessment: Exercises, written exam

Bibliography: Material provided by the lecturer

(KBBM002) Office Applications

Credits: 3 cr Timing: 1st yr

Objective: Students will be able to use microcomputers as a common tool in everyday working life.

Prerequisite: Completion of Basic Studies

Contents: Spreadsheets:
Sheets, formulas, functions and graphics
Basics of Databases
The concept of networking
Electrical Business
Computing today
Data Security

Learning Strategies: Lectures, practical exercises and individual use of the computer

Assessment: Exercises, written exams

Bibliography: Material provided by lecturer

(KBBM004) Business Mathematics

Credits: 3 cr Timing: 1 st yr

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

Contents: Review of the basic mathematical operations needed in business mathematics
Percentage calculation and its economic applications
Index
Currency calculation

Simple interest calculation and its applications
 Compound interest calculation and its applications
 Credit
 Economic functions (formation and optimising)

Learning Strategies: Lectures and exercises

Assessment: Exam and exercises

Bibliography: Pulkkinen P., Holopainen M., Keinänen K., Business Mathematics (2006)

(KBBC4Z) COMMUNICATION STUDIES 14 cr

(KBBC003) English: Basics of Business English

Credits: 3 cr Timing: 1st yr autumn

Objective: To practice and improve students' communication skills, both oral and written. The course introduces basic business vocabulary through a wide range of business settings and situations providing an overview of business activities in the English-speaking world.

Contents: Grammar surgery
 Formal written language
 Report writing
 Application, CV
 Introduction to business English
 Describing graphs and trends
 Introduction to presentations

Learning Strategies: Pair work, group work, student presentations

Assessment: Continuous assessment, written assignments, oral presentation and written exam

Bibliography: To be announced

(KBBC001) Business Finnish

Credits: 3 cr Timing: 1st yr (for Finnish speaking students)

Objective: Students will be able to manage in business and public administration communication situations with confidence both in writing and orally, using the Finnish language.

Prerequisite: Word Processing

Contents: Finnish oral and written communication for Finnish speaking students:
 Public speaking and use of voice, academic presentations and outlining the speech, job applications, CV memos, summaries and reporting, meetings and negotiations

Learning Strategies: Lectures, practical exercises

Assessment: Oral and written exams, business letters and written exercises

(KBB6Z) PERSONAL DEVELOPMENT PROGRAMME 3 cr

(KBBD002) Personal Development Programme

Credits: 3 cr Timing: 1st yr

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

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

Learning Strategies: Lectures, activities, individual tutorials, practical work

Assessment: Completed tasks throughout the program

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

PROFESSIONAL STUDIES**(KBPI5Z) INTERNATIONAL BUSINESS ACTIVITIES 37 cr****(KBPI001) International Management**

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

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

Prerequisite: Introduction to Management

Contents: Ethics and stakeholders; cultural considerations;
 Implications for organisational systems and HRM.

Learning Strategies: Lectures, presentations, assignments and case discussions.

Assessment: Group work, exam

Bibliography: Hodgetts, Luthans: International Management, Culture, Strategy and Behaviour (6th edition); Hofstede G., Cultures Consequences; Trompenaars and Hampden-Turner; Riding the Waves of Culture

(KBPI015) Financial Accounting

Credits:	4 cr	Timing:	2nd yr
Objective:	The course will provide an introduction to financial accounting and the preparation of financial statements. Students will be acquainted with financial analysis, its techniques and usage in evaluating companies' financial performance and position.		
Prerequisite:	Introduction to business operations		
Contents:	The role of financial accounting, and usage of Financial statement. The accounting cycle and the double-entry bookkeeping. Entries adjustments and the preparation of financial statements. Financial analysis and the use of ratios and other techniques to interpret business performance from Financial statements.		
Learning Strategies:	Lectures, and class exercises		
Assessment:	Financial accounting examination and analysis assignments		
Bibliography:	Material will be provided by lecturer.		

(KBPI012) Strategic Management

Credits:	3 cr	Timing:	2nd yr
Objective:	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.		
Prerequisite:	Introduction to Management		
Contents:	Strategic analysis Strategic formulation Strategic implementation		
Learning Strategies:	Lectures, case studies, and exercises		
Assessment:	Case study, exercises and final exam		
Bibliography:	Dess, Lumpkin, Eisner, Strategic Management (text and cases)		

(KBPI004) International Marketing

Credits:	5 cr	Timing:	2nd yr
Objective:	The course is designed to provide students with an introduction to international marketing. On completion, this course will provide a solid foundation for understanding the global business environment and the student will be equipped with a set of conceptual and analytical tools that prepare him/her for applying successfully the four P's to global marketing.		
Prerequisite:	Introduction to marketing course completion of other basic studies		
Contents:	Framework of international marketing International environmental analysis Culture Models of market entry		

Internationalisation of the marketing mix
Development of international marketing strategies

Learning Strategies: Lectures, case-studies and project

Assessment: Case-studies, group assignment, project report and examination.

Bibliography: Cateora, Graham, International marketing
Keegen and Green, Global marketing
Mc Auley, International Marketing, consuming globally, thinking locally Czinkota,
Ronkainen: International Marketing.
Journal articles.

(KBPI005) International Business Law

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

Objective: The course will provide students with the general knowledge of the legal framework of global business. Apart from dealing with current legal rules and regulations affecting international business operations students will be exposed to new developments and trends that will change the structure of future business transactions. In addition, analysis of selected markets shall be conducted.

Contents: International and comparative law
Responsibilities of state
Sales
Dispute settlement
Foreign investment
Intellectual property

Learning Strategies: Case studies, group discussions will be utilised to supplement lecture sessions

Assessment: To be announced

Bibliography: August, R., International Business Law, Prentice Hall

(KBPI010) Business Projects

Credits: 6 cr Timing: 2nd yr

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

Prerequisite: 1st year Basic Studies

Contents: Business ideas
Business plan
Capital generation
Basis of profit making,
Business operation,
Marketing,
Creativity,
Teamwork
Problem solving.

Learning Strategies: Lectures, practical project work to be accomplished in a team.

Assessment: Presentation and report of Business Plan.

Bibliography: Mariotti and Glackin
 Entrepreneurship: Starting and Operating a Small Business, 2nd edition
 Zimmerer, Scarborough and Wilson
 Essentials of Entrepreneurship and Small Business Management, 5th edition

(KBPI007) Export and Import Routines

Credits: 3 cr Timing: 2nd yr

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

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

Learning Strategies: Online studies

Assessment: Assignments

Bibliography: Course material in the virtual study environment and internet

(KBPI003) Strategic Marketing Management

Credits: 3 cr Timing: 2nd yr

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

Prerequisite: Introduction to Marketing, introduction to Management, and Management accounting.

Contents: Business and Marketing Strategic management, Strategic analysis of internal and external environment, segmentation and opportunity analysis, market strategies, product/branding, promotion, distribution, and promotion strategies. Strategic marketing planning and implementation of integrated marketing program.

Learning Strategies: Lectures, case studies presentations and discussions and Web-based Strategic Marketing Simulation.

Assessment: 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
Objective:	Understanding the role of finance as a business function, and the factors influencing financial decisions. Gaining knowledge of financial markets' functions and their effects on businesses.		
Prerequisite:	Business mathematics, office application, economics, Statistics, management accounting.		
Contents:	Assets valuation. Capital structure decision. Capital budgeting rules and decisions. Decisions under risk. Portfolio selection.		
Learning Strategies:	Lectures, exercises		
Assessment:	Assignments, final examination		
Bibliography:	To be announced later		

(KBPI017) Product Development 1

Credits:	3 cr	Timing:	3rd yr
Objective:	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 depart the course understanding new product development processes as well as useful tools, techniques and organizational structures that support new product development practice and innovations.		
Prerequisite:	All first and second year courses		
Contents:	Product development processes and organization Product planning and identifying customer needs Product specifications Concept generation, selection and testing Product architecture Patents and intellectual property		
Learning Strategies:	Lectures and projects		
Assessment:	Project report and presentation. Product development 2 course is an automatic continuation of this course		
Bibliography:	Product Design and Development by Ulrich and Eppinger. In addition to the handouts and the selected articles provided by the lecturers.		

(KBPM7Z) METHODOLOGICAL STUDIES 7 cr**(KBPM001) Applied Research Techniques**

Credits:	4 cr	Timing:	2nd yr
Objective:	To provide students with a thorough understanding of research methods and their applications to applied research and development processes and their relevance to specific business decisions whilst providing the basis for the study of statistical analysis procedures.		
Prerequisite:	Completion of basic studies		
Contents:	Central methods and research processes Applied research processes Primary and secondary research Questionnaire design Qualitative research Overview of analysis procedures		
Learning Strategies:	Lectures, case study, exercises and research project		
Assessment:	Group research project, individual end of period exam or essay		
Bibliography:	Lecture handouts		

(KBPM002) Statistics

Credits:	3 cr	Timing:	2nd yr
Objective:	The general aim of this course is to improve understanding of theoretical research and practical problem solving, and how to collect information and how systematic the collection of information should be as well as the use of primary and secondary data. On completing this course students will be able to use statistical parameters, the most common statistical methods, the foundation of hypothesis testing and interpretation of results.		
Prerequisite:	Proficiency test or a recognised refresher course pass		
Contents:	Uni-bidimensional distribution tables and statistical parameters Graphical presentation of statistics Dependency: correlation analysis, regression analysis Hypothesis testing and general tests The use of data analysis by doing exercises with software packages		
Learning Strategies:	Lectures, classroom practical exercises and the individual use of the SPSS -program. Teaching language: English		
Assessment:	Exam and exercises		
Bibliography:	To be announced		

(KBPC9Z) COMMUNICATION STUDIES 18 cr**(KBPC001) Intercultural Communication**

Credits:	3 cr	Timing:	2nd yr
Objective:	The course aims to provide students with a theoretical and experimental framework for intercultural communication from an interdisciplinary perspective and to increase their problem solving skills and communication skills with people from different cultural backgrounds in national, international and multicultural settings of study and work.		
Contents:	Inter-cultural communication Culture is communication...Communication is culture Identify Concepts of culture Models used to portray and measure cultural norms. Internationalisation and cultural identity National Characteristics: Finnish/German/British (Also dependant upon participants) Stereotypes and culture shock Business culture environment Intercultural encounters: Dimensions used when comparing communication across cultures		
Learning Strategies:	The course is based on the open learning approach, including face-to-face tuition, self-directed autonomous learning and project work emphasising co-operative learning		
Assessment:	Continuous assessment, oral presentation & report		
Bibliography:	Richard D Lewis, "When cultures collide", changing successfully across culture		

(KBPC002) Business Communication Skills

Credits:	3 cr	Timing:	2nd - 3rd yr
Objective:	To provide students with the basics of business writing skills including the purchasing process		
Contents:	Inquiries, quotations Orders and order confirmations Collection letters Complaints Memos		
Learning Strategies:	Small group sessions		
Assessment:	Continuous assessment, written assignments, written exam		

(KBPC003) Academic Writing

Credits:	3 cr	Timing:	1st yr
Objective:	To improve students' professional writing skills		
Contents:	Grammar surgery Punctuation Coherence Style and appropriateness Reporting Summarising Table of contents Quoting, reference list		

Learning Strategies: Small group sessions

Assessment: Continuous assessment, assignments, written exam

Bibliography: Compiled study material

(KBPC008) Swedish: Svenska i affärlivet 2

Credits: 3 cr Timing: 2nd yr (for Finnish speaking students)

Objective: Students will gain sound skills in Swedish for sales and marketing purposes as well as other spoken and written business communication tasks.

Prerequisite: Svenska i affärlivet I

Contents: Customer service and telesales
Product presentation and trade fairs
Marketing communication, consumer protection
Distribution
Business communication

Learning Strategies: Small group teaching

Assessment: Continual assessment, written exam

Bibliography: To be announced

(KBPC006) Academic Finnish

Credits: 3 cr Timing: 3rd yr (for Finnish speaking students)

Objective: To improve students' writing skills for their thesis in Finnish

Contents: Finnish academic writing for Finnish speaking students before the thesis:
Meaning and syntax
Accuracy, text analysis
Guide to compiling a text

Learning Strategies: Small group sessions

Assessment: Lectures, practical exercises, text analyses

Bibliography: Hirsjärvi, Remes, Sajavaara, Tutki ja kirjoita
Lappalainen, Opinnäyteohjeita
Iisa, Oittinen, Piehl, Kielenhuollon käsikirja

(KBPC005) Finnish for Foreigners II

Credits: 3 cr Timing: 2nd yr

Objective: To improve communication skills in the Finnish language

Prerequisite: Finnish for Foreigners I

Contents:	This unit builds on the knowledge gained in Finnish for Foreigners I
Learning Strategies:	Small group sessions
Assessment:	Active participation in class activities, written and oral tests
Bibliography:	Kangasniemi, Suomen kielen tikapuut jatkotaso 1 Hämäläinen, Jatketaan

(KBPC007) Finnish for Foreigners III

Credits:	3 cr	Timing:	3rd yr
Objective:	To improve communication skills in oral and written Finnish		
Prerequisite:	Finnish for Foreigners I - II		
Contents:	This unit builds on the knowledge gained in Finnish for Foreigners I - II		
Learning Strategies:	Small group sessions		
Assessment:	Active participation in class activities, written and oral tests		
Bibliography:	Kangasniemi, Suomen kielen tikapuut 2		

(KBPF9Z) FURTHER SPECIALISATION STUDIES 27 cr

(KBPF013) European Business

Credits:	4 cr	Timing:	2nd yr
Objective:	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.		
Prerequisite:	Economics, business law, International Economics		
Contents:	European business environment, the European Union as a business regulator, European policies, European business sectors		
Learning Strategies:	Lectures and seminars. Seminars based course.		
Assessment:	Seminar presentation, case study assignment and exam		
Bibliography:	Baldwin, Wyplosz, The Economic of European Integration; Johnson, Turner, European Business; Nello, The European Union (economics, policies, and history)		

(KBPF002) Russian Business

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

Prerequisite: Completion of basic studies

Contents: To be announced

Learning Strategies: Lectures, case study analysis and group work

Assessment: Active participation in class activities, written presentation report and course based exam

Bibliography: Reading list/material provided by lecturer

(KBPF005) Consumer Buyer Behaviour

Credits: 3 cr Timing: 2nd yr

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

Prerequisite: Introduction to Marketing

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

Learning Strategies: Web based tasks and assignments

Assessment: Web based individual assignment and case studies.

Bibliography: Consumer behaviour (a European Perspective) 3rd edition, Solomon, Et al.

(KBPF007) Services Marketing

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

Objective: To provide students with a comprehensive view of services marketing. Participants will gain a thorough understanding of the distinctive characteristics of services, whilst understanding the importance of services marketing in today's international business environment.

Prerequisite: Basic studies

Contents: The service product
The service encounter
Services buying behaviour
Service positioning and targeting
Service quality
Making services accessible to consumers
The pricing of services
Promoting services
Managing capacity
Service scapes

Learning Strategies:	Lectures, presentations, case studies, class discussions, written exercises
Assessment:	Group assignments, individual assignments, learning circles, case studies
Bibliography:	Palmer, A., Principles of Services Marketing. McGraw Hill, London. Additional reading provided by lecturer

(KBPF012) Marketing Research

Credits:	3 cr	Timing:	3rd yr
Objective:	To provide the student with a primary tool for exploring new opportunities in the marketplace with emphasis on the marketing research process and its application to specific business decisions		
Prerequisite:	Applied Research Techniques Statistics Introduction to Marketing International Marketing Strategic Marketing Management Business Mathematics		
Contents:	The nature of marketing research Planning the marketing research Primary and secondary data Sampling Surveys Measurement and scaling Questionnaire design Data analysis techniques Online marketing research		
Learning Strategies:	Lectures, case study, exercises and research project		
Assessment:	Group research project, final exam		
Bibliography:	Wright, Crimp, The Market Research Process; Smith, Albaum, Fundamentals of Marketing Research		

(KBPF003) Selling and Sales Management

Credits:	3 cr	Timing:	2nd yr
Objective:	The course develops an understanding about 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 business environment.		
Prerequisite:	Introduction to Marketing. Consumer Buyer Behaviour. Intercultural Communication, Strategic Marketing management		
Contents:	Sales in marketing Sales environment and settings Sales techniques (KAM, direct marketing) Sales management and control Negotiation skills and strategies Negotiation process		
Learning Strategies:	Lectures, case studies, oral and written tasks.		
Assessment:	Discussions, learning groups, presentations, role plays, exam		

Bibliography: David Jobber and Geoff Lancaster, *Selling and Sales Management*, 2006. Prentice Hall, U.K.
 Michael R Carrel, Christina Heavrin, JD. *Negotiating Essentials; Theory, Skill & Practices*, 2007. Prentice Hall.

(KBPF010) Advertising and Marketing Communications

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

Objective: This course introduces students to the framework of advertising and marketing communications, by defining the marketing communications environment and theory and examining the effect of mass media advertising and communications on marketing.

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

Learning Strategies: Lectures, case study, and exercises

Assessment: Case study, exercises and exam

Bibliography: Smith, Taylor, *Marketing Communications: An Integrated Approach*.

(KBPF011) Quality Management

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

Objective: The course introduces the concept of quality management and its process, models and applications.

Contents: Foundations of quality
 ISO 9000 quality management systems
 Quality management tools and techniques
 Implementing quality management
 Applications of quality management

Learning Strategies: Lectures, case study, and exercises

Assessment: Case study, exercises and exam

Bibliography: To be announced.

(KBW10Z) FREE CHOICE STUDIES 15 cr

(KBW001) Asian Business

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

Objective:	The course aims to provide students with a general understanding of the business systems in several major Asian markets like Japan, Korea, Singapore, Greater China; the business environments within which they operate with a special emphasis on the cultural aspect of the Asian societies. In addition, it provides 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.
Contents:	The Far East A comparative review of historical and cultural background of major players Strategic importance of Asia Pacific Strategy formulation for Asia Pacific Asia as a market Asian business logic Competition patterns in business operations and entry strategies Cooperation patterns in global partnerships
Learning Strategies:	Traditional lecturing, case studies, interactive group discussions and presentations
Assessment:	Class participation 20%, group presentations and report 30%, final examination 50%
Bibliography:	Lasserre, P, Hellmut Schutte H., Strategies for Asia Pacific Meeting New Challenges Sonia El Kahal, Business in Asia Pacific Text and Cases Other materials, articles as deemed appropriate

(KBW003) Marketing Strategies for High-Tech Markets

Credits:	3 cr	Timing:	3rd - 4th yr
Objective:	The objective of this 3 cr course is to identify the special marketing requirements of high technology products and services. These requirements will be revealed through a thorough analysis of the various aspects of high technology markets. Enabling students to plan and apply specific marketing techniques within this challenging environment.		
Prerequisite:	Introduction to Marketing, Introduction to Management, International Marketing Strategic, Marketing Management		
Contents:	Overview of high tech markets Differentiate high tech markets from consumer and industrial markets The high tech marketing mix Specialised techniques required to market high tech products Strategy formulation for high tech markets Strategy application		
Learning Strategies:	Case studies, written exercises, reading assignments, web based exercises		
Assessment:	Individual book exam, group assignment		
Bibliography:	Mohr. J, Sengupta. S, Slater. S, "Marketing of high technology products and innovations" 2007, Prentice Hall		

(KBW011) Digital Photo Manipulation

Credits:	3 cr	Timing:	2nd - 4th yr
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Objective:	To familiarize students with basic photo manipulation so they learn how to use photos in publications, advertising and web sites.
Contents:	Color theories, vector- and bitmap graphics Basics of PaintShop Pro - basic-, editing- and drawing tools Layers, masks and effects Layout planning - photo design and composition Evaluating publications Digital cameras and scanners Panorama pictures Picture copyrights A lot of photo manipulation exercises
Learning Strategies:	Lectures, group work, practical exercises and presentations
Assessment:	Return tasks, computer based exam
Bibliography:	Huss David, Davis Lori J., Corel Paint Shop Pro X The Official Guide

(KBW016) Business Plan

Credits:	3 cr	Timing:	2nd - 4th yr
Objective:	The objective of this course is to study the planning targets of the company by means of a business plan.		
Contents:	Students will complete a Business Plan of a real or fictitious company on a formulated sheet. This course is not for creating the necessary documents of establishing a company.		
Learning Strategies:	Web-course		
Assessment:	Completed business plan		
Bibliography:	Web -course material and other related internet sources		

(KBW017) Principles of Tourism

Credits:	6 cr	Timing:	2nd - 4th yr
Objective:	Students will gain knowledge of the principles of tourism in Finland and abroad.		
Contents:	An introduction to tourism Consumer behaviour and tourism demand Models and patterns of tourism demand Classification of tourism Tourism attractions The Socio-cultural impact of tourism Ecology and tourism The future of tourism		
Learning Strategies:	Lectures and small group work		
Assessment:	Exam, continual assessment and exercises		
Bibliography:	Cooper, Fletcher, Gilbert, Shepherd & Wanhill: Tourism, Principles and Practice (2002)		

Objective:	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 Strategies:	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:	Long essay
Bibliography:	Possible sources for the long essay: Stähle, 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
Objective:	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 Strategies:	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:	Long essay		
Bibliography:	Kaplan, Norton, The Balanced Scorecard Aaker D., Developing Business Strategies		

(KBW030) Organizational Psychology

Credits:	3 cr	Timing:	2nd - 4th yr
Objective:	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 Strategies:	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:	Long essay		
Bibliography:	To be announced and Internet sources		

(KBW150) Information Systems in Organizations

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

Objective: The course describes the organizational and managerial foundations of information systems. The course familiarize students with the critical role played by various types of information systems in organizations, sweeping changes created by the Internet and digital integration of the enterprise, and the need to demonstrate the business value of information systems investments. Students on this course will expose to real-world systems, focusing on their relationships to organizations, management, business processes and strategies.

Contents: What is the role of information systems in today's competitive business environment?
 What exactly is an information system? What do managers need to know about information systems?
 How are information systems transforming organizations and management?
 How has the Internet and Internet technology transformed business?
 What are the major challenges to building and using information systems?

Learning Strategies: Web-course

Assessment: Completed assignment

Bibliography: To be announced

(KBT12Z) THESIS 15 cr**(KBT001) Thesis**

Credits: 15 cr Timing: 4th yr

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

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

Contents: Initial thesis seminar (during practical training)
 Acceptance of subject by the supervisor, topic analysis
 Thesis plan
 Seminar sessions: plan presentation, peer evaluation
 Thesis Writing
 Maturity test (on certain dates given in advance)

Assessment: Assessment is based on the objectives of the thesis as set out by the university of applied sciences and the different schools of the university of applied sciences, as well as on more general assessment principles. An accepted thesis is assessed on a scale of 1 - 5. The practical applications of the subject area will be particularly noted during assessment. On a school level with a slight variation of emphasis, assessment

covers the thesis' written version, its contents, oral presentation, discussion, taking part in seminar sessions, the maturity test and the learning and supervisory process. The ability and development that the student has demonstrated during the completion of his or her thesis is also appraised. Supervisors from the UAS and working life, acting opponents and the authors of the thesis all take part in the assessment process.

(KBH11Z) PRACTICAL TRAINING 30 cr

(KBH001) Practical Training

Credits:	30 cr	Timing:	3rd yr, spring semester
Objective:	To provide the student with an insight of the commercial world and an opportunity to apply knowledge gained to practical tasks. It also provides the student with an opportunity to acquire new skills and encourages personal development.		
Prerequisite:	Before starting the placement the student must have completed all 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:	<p>Students are required to work as a trainee in a foreign company. Practical training can also be accomplished locally.</p> <p>Information sessions before and after the practical training period.</p> <p>800 hours (about 5 months) practical training to be completed in one uninterrupted period.</p> <p>Training report and tasks.</p>		
Learning Strategies:	Application of theory into practice.		
Assessment:	Participation and reports		
Bibliography:	See Practical training guide on the internet		