

Welcome to Kajaani 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 Finland's most proactive University of Applied Sciences!

Kajaani University of Applied Sciences is a campus of active and contented people. Our UAS is a high quality study location undergoing continual development – a study place providing you with the competences needed in working life. Kajaani University of Applied Sciences has gone against the grain of national development trends, as is the custom in Kainuu; luckily so! Kajaani University of Applied Sciences' operations and actions have demonstrated beyond any doubt that a small, compact university is the answer to the challenges of today. The planning and implementation of education is rapid and creates a communal and cooperative atmosphere. The world is changing but I'm pleased to say that Kajaani University of Applied Sciences is a step ahead of the rest. Our selection of degrees and courses is innovative and predictive and takes into account the requirements of our students and working life.

KAMO is a student organization, led by active students, which lobbies for student benefits and rights on multiple fronts. Kamo provides services to support your studies, including a bookshop, photocopying, binding services, and the electronic student card. 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 a cooperation agreement concerning the implementation and development of peer and international tutoring. According to this agreement KAMO organises peer tutoring for all students as part of the UAS supervision and counselling system. KAMO also plans and organises reception and orientation activities for foreign exchange and degree programme students. Moreover KAMO focuses on ensuring 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.

Good students are committed to their goals both during individual courses and the whole degree. They actively participate in teaching and provide feedback. One teacher's contribution to the quality of teaching is not enough for a good course; students are also expected to make an effort. New learning methods require a more active role than before from students during their studies and occasionally this means casting off the old way of doing things.

Kajaani University of Applied Sciences' counselling and supervision system is respected nationally. This means that we genuinely care about issues affecting you alone and nothing less! You met your student when your studies began. The tutors are trained to be there for you providing support in everyday situations. The most important people in terms of your studies are constantly by your side and genuinely committed to you accomplishing your studies, on time.

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

KAJAANI UNIVERSITY OF APPLIED SCIENCES

Vision 2020: KUAS is Finland's most proactive 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: The proactive 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. We also conduct a wide range of cooperation with regional practitioners, companies, communities, upper secondary colleges, universities and sector research institutes.

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 studies also include several compulsory courses attended by all the students.

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.

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 or Swedish:

- 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, compulsory 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 - is able to work according to the ethical principles of the subject field 	<ul style="list-style-type: none"> - is able to take responsibility for the actions of a community and for the consequences of these actions - is able to apply the ethical

	<ul style="list-style-type: none"> - 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 	<p>principles of the subject field as an expert and as a developer of working life</p> <ul style="list-style-type: none"> - 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 profitable solutions 	<ul style="list-style-type: none"> - is able to manage research, development and innovation projects and masters the methods of research and development work - is able to manage project work - is able to create new information and improve existing working methods by combining expertise from different fields - is able to develop customer-

		oriented, sustainable and profitable 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 and Culture's Questionnaire at the end of their studies. For more detailed information concerning graduation please see the Academic Year Guide.

The Diploma Supplement (DS) 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. It also contains information about the university and education system of the country where the degree was awarded. 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 simply provides further information.

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

www.europass.fi and [www.kajak.fi/Opiskelijoille/Opintojen suorittaminen/Tutkintosääntö](http://www.kajak.fi/Opiskelijoille/Opintojen_suorittaminen/Tutkintosääntö).

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

Objective of the Degree Programme

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

Learning Environment

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

- programme that is both responsive and flexible to the needs of students
- programme that is both challenging and supportive to students
- truly international atmosphere, achieved through the UAS's extensive links with partner 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 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 one's own activities as well on business policy.
Intercultural Adaptability	<ul style="list-style-type: none"> ▪ Ability to assess the differences between national, organisational and occupational cultures and to outline strategies for adapting to these differences in e.g. human resources management, marketing and intercultural communication.

	<ul style="list-style-type: none"> ▪ Identification of the relevant dimensions of cultures and development of self-awareness of one's own cultural background. ▪ Ability to adapt one's behaviour to the standards in other cultures and can maintain an international network essential to one's tasks.
International Operations Management	<ul style="list-style-type: none"> ▪ Ability to assess processes and make decisions involved in developing international, i.e. export/import operations, focussing on supply chain management and to explain the meaning and application of key logistical concepts.
International Marketing Management	<ul style="list-style-type: none"> ▪ Ability to perform a country-analysis on a macro, industrial and micro level, to conduct an international market survey in order to assess foreign market opportunities and competition. ▪ Ability to formulate market-entry strategies, to draft an international marketing plan and to implement, co-ordinate and control the international marketing (and sales) programme and projects. ▪ Ability to create, develop and maintain profitable customer relationships.
International Strategic Management	<ul style="list-style-type: none"> ▪ Ability to use conceptual and visionary skills to contribute to the development, evaluation and implementation of the internationalisation strategy of a company. ▪ Ability to pro-actively seek and commercially evaluate business opportunities for both new and existing products. ▪ Risk-taking ability in order to optimise business profit. ▪ Ability to write and defend a business plan for a (start-up) company. ▪ Ability to perform a variety of cost and revenue calculations and to transform these data into information needed for decision making and budgeting process. ▪ Ability to contribute to and evaluate key accounting summaries and investment opportunities.
Organisational Development	<ul style="list-style-type: none"> ▪ Ability to research and analyse relevant international business problems, to propose policy goals and objectives and to prepare alternative solutions in order to optimise business and human resources processes in order to strengthen the synergy between strategic, structural and cultural aspects of the organisation.

Annual Themes – Study Progress Description

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

1st year – Observer of Business Operations	<p>The student</p> <ul style="list-style-type: none"> ▪ has the basic information needed to understand the fundamental processes of business operations, their impact on society, working life and the internationalisation process. ▪ understands the basis of entrepreneurship and the principles of profit making. ▪ gains knowledge of the theoretical models applied in business operations. ▪ has the necessary computer skills and methodological tools needed for data collection, analysis and reporting.
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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 knowledge in practice ▪ learns to plan research and business activities ▪ deepens his/her knowledge of international business
4th year - Developer of Business Operations	The student <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 co-ordinator for the period of foreign studies. Studies completed abroad are approved as part of the degree programme within either further specialisation studies or free-choice studies.

Language Studies

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

Finnish Students

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 (2012)

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.

COURSE DESCRIPTIONS FOR THE DEGREE PROGRAMME IN INTERNATIONAL BUSINESS

BASIC STUDIES

(KBBA3Z) BUSINESS ACTIVITIES 27 cr

(KBBA001) Introduction to Business Operations

Credits: 3 cr Timing: 1st yr

Learning Objectives: Students will be able to have a holistic view of business. Understand, in general, all business aspects, and connections between business functions.

Previous Learning: The course assumes no prior knowledge of business.

Contents: Business concepts, Business environment, Interest groups, Legal forms of ownership, Management, Overview of business functions (operations, human resource, marketing, finance, accounting), Money and Financial markets.

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

Assessment Methods: Active participation, Final examination

Bibliography: Nickels, McHugh, Understanding Business 8th edition

(KBBA002) Introduction to Management Accounting

Credits: 5 cr Timing: 1st yr

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

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

Learning Methods: Lectures and exercises

Assessment Methods: Exercises and exams

Bibliography: To be announced

(KBBA003) Introduction to Business Law

Credits: 3 cr Timing: 1st yr

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

Assessment Methods: Mid term and final exam

Bibliography: Hill and MacShane, Principles of Management
Pettinger, Introduction to Management; Luthans, Organizational Behavior

(KBBA006) Project Management

Credits: 3 cr Timing: 1st yr

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

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

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

Assessment Methods: 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

Learning Objectives: 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.

Previous Learning: Introduction to Management

Contents: The context of logistics
Planning the supply chain
Purchasing and quality management
Inventory management
Logistics strategies

Learning Methods: Lectures, case study, and group exercises

Assessment Methods: Class participation, group presentation / research report and final exam

Bibliography: Fawcett, Ellram, and Ogden, Supply Chain Management: From Vision to Implementation

(KBBO3Z) OPERATIONAL ENVIRONMENT 7 cr

(KBBO005) Economics

Credits: 4 cr Timing: 1st yr

Learning Objectives: The objective of this course is to lay down the foundations of economic rational thinking, and to help students understand micro and macroeconomic phenomena. The course introduces the basic principles of microeconomics, which include the nature and method of economics, market interaction, consumer choice, firm's output decision, market structures, and resource allocation. In macroeconomics, the objective is to increase students' knowledge and broaden their economic views to the national level, by understanding the relationships between several macroeconomic phenomena and the macroeconomic analytical tools to interpret these relationships and predict economic consequences of fiscal and monetary policies.

Previous Learning: Introduction to Business Operations

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

Learning Methods: Lectures, and exercises

Assessment Methods: Final examination

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

(KBBO003) International Economics

Credits: 3 cr **Timing:** 1st yr

Learning Objectives: The course capitalizes on the economic knowledge gained from 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.

Previous Learning: Economics

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

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

Assessment Methods: Active participation, presentation, written examination

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

Currency calculation
 Simple interest calculation and its applications
 Compound interest calculation and its applications
 Credits and loans

Learning Methods: Lectures and exercises

Assessment
 Methods: Exam and exercises

Bibliography: Pulkkinen P., Holopainen M., Business Mathematics (2011)

(KBBC4Z) COMMUNICATION STUDIES 14 cr

(KBBC003) English: Basics of Business English

Credits: 3 cr Timing: 1st yr

Learning Objectives: Students improve their oral and written communication skills and business vocabulary through a wide range of business settings providing an overview of business activities in the English-speaking world.

Previous Learning: Proficiency test

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

Learning Methods: Small group sessions incl. pair and group work. Oral company presentation. Written and listening tasks

Assessment
 Methods: Continuous assessment, written assignment, oral presentation and exam

Bibliography: Handouts

(KBBC001) Business Finnish

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

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

Previous Learning: Word Processing

Contents: Finnish oral and written communication for Finnish speaking students:
 public speaking and use of voice
 Academic and professional speeches
 Outlining a speech
 Job applications, CV, Memos, Summaries
 Reporting, Meeting, Negotiations

Learning Methods: Lectures, practical exercises

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

Bibliography: Andersson, Kylänpää: Käytännön puheviestintä
Repo, Nuutinen: Viestintätaito

(KBBC005) Swedish: Svenska i affärlivet 1

Credits: 3 cr Timing: 1st yr

Learning Objectives: Students will maintain and develop the Swedish language skills for use in business tasks.

Previous Learning: Proficiency test

Contents: Grammar revision, spoken Swedish in the work place
Training, structure and contents of studies
Company presentations
Job applications

Learning Methods: Small group teaching

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

Bibliography: J.Tolkki-M.Öhman
Perspektiv

(KBBC004) Finnish for Foreigners I

Credits: 6 cr Timing: 1st yr

Learning Objectives: To teach students the skills needed in everyday communication in Finnish and to familiarise students with the Finns, their customs, the country and society.

Contents: Pronunciation, syllable division and other general things about the language
Greeting and introductions
Language skills, working, living, studying
Numerals: time, prices, banking
Asking simple questions and understanding instructions
Travelling
Food, making orders at a restaurant
Shopping
The school system
Basic geography of Finland
Finnish cuisine

Learning Methods: Communicative, practical approach and group work

Assessment Methods: Class work and written or/and oral exam

Bibliography: Facts about Finland,
Hämäläinen, Aletaan
Kenttälä, Kieli käyttöön

Contents:	Framework of international marketing International environmental analysis Culture Models of market entry Internationalisation of the marketing mix Development of international marketing strategies
Learning Methods:	Lectures, case-studies and project
Assessment Methods:	Case-studies, Group assignment, project report and examination.
Bibliography:	Cateora, Graham, International marketing Keegen and Green, Global marketing Mc Auley, International Marketing, consuming globally, thinking locally Czinkota, Ronkainen: International Marketing. Journal articles.

(KBPI005) International Business Law

Credits:	3 cr	Timing:	2nd - 3rd yr
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Learning Objectives: The course will provide students with the general knowledge of the legal framework of global business. Apart from dealing with current legal rules and regulations affecting international business operations students will be exposed to new developments and trends that will change the structure of future business transactions. In addition, analysis of selected markets shall be conducted.

Contents:	International and comparative law Responsibilities of state Sales Dispute settlement Foreign investment Intellectual property
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Learning Methods: Web -course

Assessment Methods: Web exercises and exam

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

(KBPI010) Business Projects

Credits:	6 cr	Timing:	2nd yr
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Learning Objectives: The main task is to offer students the possibility to learn from a practical point of view, how business ideas are generated, how business plans are made & how to turn plans into a profitable business venture. Students will learn the basis of entrepreneurial activities and the principles of profit making.

Previous Learning: 1st year Basic Studies

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

Learning Methods: Lectures, Practical project work to be accomplished in a team.

Assessment Methods: Presentation and report of Business Plan.

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

(KBPI007) Export and Import Routines

Credits: 3 cr Timing: 2nd yr

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

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

Learning Methods: Online studies

Assessment Methods: Short tasks and assignments

Bibliography: Course material in the virtual study environment and internet

(KBPI003) Strategic Marketing Management

Credits: 3 cr Timing: 2nd yr

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

Previous Learning: Introduction to Marketing, introduction to Management, and Management accounting.

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

Learning Methods:	Lectures, case studies presentations and discussions, and Web-based Strategic Marketing Simulation.
Assessment Methods:	Active participation in sessions, case studies presentations' discussions, Active and continuous role in the Simulation rounds, Final examination
Bibliography:	Kerin. Peterson, Strategic Marketing Problems (cases and comments) Aaker D. A, Strategic Market Management, 2007, Wiley and Sons.

(KBPI016) Finance

Credits:	4 cr	Timing:	2nd or 3rd yr
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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

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 practice and innovations.

Previous Learning: All first and second year courses

Contents: Product development processes and organization

Product planning and identifying customer needs
 Product specifications
 Concept generation, selection and testing
 Product architecture
 Patents and intellectual property

Learning Methods: Lectures and projects

Assessment Methods: Project report and presentation. Product development 2 course is an automatic continuation of this course

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

(KBPM7Z) METHODOLOGICAL STUDIES 7 cr

(KBPM001) Applied Research Techniques

Credits: 4 cr Timing: 2nd yr

Learning Objectives: To provide students with a thorough understanding of research methods and their applications to applied research and development processes and their relevance to specific business decisions whilst providing the basis for the study of statistical analysis procedures.

Previous Learning: Completion of basic studies

Contents: Introduction to marketing research
 The marketing research process
 The marketing research industry
 Defining the problem and determining research objectives
 Research design
 Using secondary data and online information databases

Learning Methods: Lectures, case study, exercises and research project

Assessment Methods: Group research project, individual end of period exam or essay

Bibliography: Marketing research, Burns and Bush;
 Basic marketing research : using Microsoft Excel data analysis, Burns and Bush

(KBPM002) Statistics

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

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

Previous Learning: Proficiency test or a recognised refresher course pass

Contents: Uni-bidimensional distribution tables and statistical parameters
 Graphical presentation of statistics

Dependency: correlation analysis, regression analysis
 Hypothesis testing and general tests
 The use of data analysis by doing exercises with software packages

Learning Methods: Lectures, classroom practical exercises and the individual use of the SPSS -program
 Teaching language: English

Assessment Methods: Exam and exercises, SPSS -assignment

Bibliography: To be announced

(KBPC9Z) COMMUNICATION STUDIES 18 cr

(KBPC001) Intercultural Communication

Credits: 3 cr Timing: 2nd yr

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

Contents: Inter-cultural communication
 Culture is 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 Methods: The course is based on the open learning approach, including face-to-face tuition, self-directed autonomous learning and project work emphasising co-operative learning

Assessment Methods: Continuous assessment, oral presentation & report

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

(KBPC002) Business Communication Skills

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

Learning Objectives: The student will acquire skills in the basics of business writing including the purchasing process

Contents: Inquiries, quotations
 Orders and order confirmations
 Collection letters
 Complaints
 Memos

Learning Methods: Small group sessions

Assessment Methods: Continuous assessment, written assignments, written exam

(KBPC003) Academic Writing

Credits: 3 cr Timing: 1st yr

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

Contents: Grammar surgery
Punctuation
Coherence
Style and appropriateness
Reporting
Summarising
Table of contents
Quoting, reference list

Learning Methods: Small group sessions

Assessment Methods: Continuous assessment, assignments, written exam

Bibliography: Bailey, Stephen. 2011. Academic Writing. A Handbook for International Students. Oxon: Routledge

(KBPC008) Swedish: Svenska i affärlivet 2

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

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

Previous Learning: Svenska i affärlivet I

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

Learning Methods: Small group teaching

Assessment Methods: Continual assessment, oral presentation and written exam

Bibliography: To be announced

(KBPC006) Academic Finnish

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

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

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

Learning Methods: Small group sessions

Assessment Methods: Lectures, practical exercises, text analyses

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

(KBPC005) Finnish for Foreigners II

Credits: 3 cr Timing: 1st yr

Learning Objectives: To improve communication skills in the Finnish language

Previous Learning: Finnish for Foreigners I

Contents: This unit builds on the knowledge gained in Finnish for Foreigners I

Learning Methods: Small group sessions

Assessment Methods: 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

Learning Objectives: To improve communication skills in oral and written Finnish

Previous Learning: Finnish for Foreigners I - II

Contents: This unit builds on the knowledge gained in Finnish for Foreigners I - II

Learning Methods: Small group sessions

Assessment Methods: 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

Learning Objectives: The aim of the course is to introduce students to the dynamic nature of the European

Assessment Methods: Online individual assignment and case studies.

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

(KBPF007) Services Marketing

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

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

Previous Learning: Basic studies

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

Learning Methods: Lectures, case studies, class discussions

Assessment Methods: Group and individual assignments, case studies

Bibliography: Palmer, A., Principles of Services Marketing. McGraw Hill, London.
Additional reading provided by lecturer

(KBPF012) Marketing Research

Credits: 3 cr Timing: 3rd yr

Learning Objectives: To provide the student with a primary tool for exploring new opportunities in the marketplace with emphasis on the marketing research process and its application to specific business decisions

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

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

Learning Methods: Lectures, case discussion and research project

Assessment Methods: Participation, research assignment

Bibliography: Marketing Research 6ed by Alvin Burns and Ronald Bush Prentice Hall

(KBPF003) Selling and Sales Management

Credits: 3 cr Timing: 2nd yr

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

Previous Learning: Introduction to Marketing, Consumer Buyer Behaviour, Intercultural Communication, Strategic Marketing management

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

Learning Methods: Lectures, group exercises, role play.

Assessment Methods: Group presentation and assignment

Bibliography: David Jobber and Geoff Lancaster, Selling and Sales Management, 2000. 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

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

Previous Learning: Basic Studies

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

Learning Methods: Lectures, case study, and research project

Assessment Methods: Presentation, research report

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

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

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

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

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

Assessment Methods: Individual book exam, group assignment

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

(KBW011) Digital Photo Manipulation

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

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

Contents: Color theories, vector- and bitmap graphics
 Basics of PaintShop Pro - basic-, editing- and drawing tools
 Layers, masks and effects
 Layout planning - photo design and composition
 Evaluating publications
 Digital cameras and scanners
 Panorama pictures
 Picture copyrights
 A lot of photo manipulation exercises

Learning Methods: Lectures, group work, practical exercises and presentations

Assessment Methods: Return tasks, computer based exam

(KBW016) Business Plan

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

Learning Objectives: The objective of this course is to study the planning targets of the company by means of a business plan. The student is able to complete a business plan.

Contents: Students will complete a Business Plan of a real or fictitious company on a formulated sheet. This course is not for creating the necessary documents of establishing a company.

Learning Methods: Online-course

Assessment Methods: Completed business plan

Bibliography: Web -course material and other related internet sources

(KBW017) Principles of Tourism

Credits: 6 cr **Timing:** 2nd - 4th yr

Learning Objectives: 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 attraction
The Socio-cultural impact of tourism
Ecology and tourism
The future of tourism

Learning Methods: Lectures, small group work, workshops

Assessment Methods: Exam, course work, assignments, continual assessment and exercises

Bibliography: Course book: Cooper, Fletcher, Gilbert, Shepherd & Wanhill: Tourism, Principles and Practice (2008)
Charles R, Goeldner J.R, Brent R: Tourism, Principles, Practices, Philosophies (2006)
Further reading/material will be provided by lecturer

(KBW021) Introduction to Nature and Activity Tourism

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

Learning Objectives: Students will understand the importance and complexity of nature and activity tourism and learn to identify the numerous aspects of managing successful services and products in these fields of tourism.

Contents: Principles of nature and sport tourism
Nature and sport tourism in Finland
Markets and demand
Tourism and nature conservation
Legal issues
Destinations and venues
Wildlife tourism
Facility site management
Map reading

Credits:	3 cr	Timing:	3rd yr
Previous Learning:	This course is an automatic continuation of Product Development 1 course		

Bibliography: Web -course material and other related internet sources

Assessment	Long essay
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Methods:

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

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

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

Credits: 3 cr Timing: 2nd yr

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

Previous Learning: Introduction to Marketing

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

Learning Methods: Online discussion and assignments.

Assessment Methods: Online individual assignment and case studies.

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

(KBSP010) Basic Spanish 1

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

Learning Objectives: To equip a complete beginner with the skills needed in practical everyday situations in Spanish and to give background information about Spain, its society and culture.

Contents: To equip a complete beginner with the skills needed in practical everyday situations in Spanish and to give background information about Spain, its society and culture.

Learning Methods: Pair-work, role-plays, writing practice

Assessment Methods: Active participation, oral and written exams

Bibliography: To be announced later

(KBSP011) Basic Spanish 2

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

Learning Objectives: Students will maintain and develop their Spanish skills and become more familiar with Spanish and Hispanic cultures

Previous Learning: Approved grade for basic studies or any earlier equivalent studies

Contents: Verb forms, pronouns
Travelling, hobbies, shopping
Cultural aspects

Learning Methods: Pair - work, role-plays and oral presentations

Assessment Methods: Continuous assessment, written exam

Bibliography: To be announced later

(KBSP012) Basic Spanish 3

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

Learning Objectives: Students will strengthen and widen their knowledge and use of Spanish grammar and vocabulary, develop their spoken Spanish and acquire a variety of knowledge on Spanish-speaking countries and their cultures.

Previous Learning: Previously accomplished beginners' courses or equivalent studies/knowledge

Contents: Verb tenses and moods, family, everyday and work related situations, cultural perspectives

Learning Methods: Small group teaching

Assessment Methods: Continual assessment, written exam

Bibliography: To be announced

(KBSP013) Spanish / Español en el trabajo 1

Credits: 3 cr **Timing:** 1st - 4th yr

Learning Objectives: Students will be proficient in using Spanish for spoken and written communication assignments in business, they will also acquire a specialised vocabulary and improve their Spanish comprehension, as well as their speaking and writing skills.

Previous Learning: Basic and lower intermediate studies in Spanish or equivalent qualifications

Contents: Commercial relations with Spanish speaking countries.
Job application
Job interviews
Spanish and Hispanic culture and business culture, business trips
Economic outlook of Hispanic countries

Learning Methods: Independent study, supervised independent study

Assessment Methods: Written exercises, written and oral exam, listening test

Bibliography: Lindgrén, Savinainen, Seppä, Claves del éxito

(KBSP014) Spanish / Español en el trabajo 2

Credits: 3 cr **Timing:** 1st - 4th yr

Learning Objectives: Students will be able to deal with a variety of business situations in the hispanic world.

Previous Learning: Basic and Intermediate Spanish studies

Contents: The world of business
Products and services
Marketing

Learning Methods: Independent study, supervised distance learning

Assessment Methods: Written exercises, written and oral exam, listening comprehension test

Bibliography: Lindgrén -Savinainen - Seppä: Claves del éxito

(KBFR010) Basic French 1

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

Learning Objectives: The student will be able to use the basic French language in everyday situations. The student can apply politeness conventions and describe the French kitchen in a small scale.

Contents:

- Grammar, pronunciation and writing exercises
- Greetings, introductions, reception of visitors
- At a restaurant, a cafe
- Phone situations
- Time expressions

Learning Methods: Small group learning

Assessment Methods:	Continual assessment, written exam
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Bibliography: Eevi Nivanka, Soile Sutinen:
 Chez Marianne: French for Beginners.

(KBFR011) Basic French 2

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

Learning Objectives: Students will develop their grammar use, vocabulary and speaking skills in more requiring situations.

Previous Learning: Approved Basic French 1 or equivalent knowledge

Contents:

- Pronunciation and grammar exercises
- Travelling
- Living
- In a shop, at a hotel
- Computer vocabulary
- Working life language

Learning Methods: Small group learning

Assessment Methods:	Continual assessment, written exam
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Bibliography: Eevi Nivanka, Soili Sutinen:
 Chez Marianne: French for Beginners

(KBFR012) Basic French 3

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

Learning Objectives: The student deepens his knowledge of vocabulary and grammar and can apply it in more requiring speech and writing situations.

Previous Learning: Approved French basics 2 or equivalent knowledge

Contents: Writing letters and emails. Consulting a doctor. Work intervju. Speaking on the phone at work. Guiding excursions. Knowledge of wines

Learning Methods: Small group learning

Assessment Methods:	Continual assessment, written exam
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Bibliography: Eevi Nivanka, Soili Sutinen:
 Chez Marianne: French for Beginners
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(KBFR014) French / Francais et le travail 1

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

Learning Objectives: To equip students with the skills to communicate orally and in writing, using specialised vocabulary in different business and tourism contexts.

Previous Learning: High School basic French course or equivalent studies

Contents: Job applications and interviews. phone situations at work.
Business letters

Learning Methods: Guided independent self-study incl. small group sessions. Written application and CV. Grammar and situational exercises.

Assessment Methods:	Continual assessment, written tasks, Written exam.
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Bibliography: Study handout

(KBFR015) French / Français et le travail 2

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

Learning Objectives: Students will be able to describe company operations and give a company presentation in French.

Previous Learning: High School basic French course or equivalent studies

Contents: Company forms, field of operations, location, products and services, meetings

Learning Methods: Guided independent study incl. small group sessions, oral company presentation.
Situational grammar exercises

Assessment Methods:	Oral and written company presentation, written exam
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Bibliography: Study handout

(KBFR013) French Grammar

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

Learning Objectives: Students will strengthen and broaden their proficiency in French grammar and vocabulary.

Previous Learning: High School short course or equivalent studies

Contents:	Exercises in French grammar
Learning Methods:	Guided independent studies
Assessment Methods:	Written grammar exercises, written exam
Bibliography:	Study handout

(KBRU010) Basic Russian 1

Credits:	5 cr	Timing:	1st - 4th yr
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Learning Objectives: The students can read texts printed and handwritten in the Cyrillic alphabet, and can write Russian text themselves. They know the basic rules of pronunciation and intonation and are familiar with basic grammar structures to be applied in simple everyday communication and service situations.

Previous Learning: No previous Russian studies necessary.

Contents:
 Reading and writing exercises
 Pronunciation and intonation exercises
 Greetings, telling about your family
 Service situations

Learning Methods: Small group sessions: listening, pronunciation, reading and writing exercises; oral service situations in pairs

Assessment Methods: Continual assessment, written exams

Bibliography: Alestalo, M., Kafe Piter 1 or equivalent material

(KBRU011) Basic Russian 2

Credits:	3 cr	Timing:	1st - 4th yr
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Learning Objectives: The students know the Russian pronunciation and intonation rules. They know enough Russian to be able to apply their grammar knowledge and vocabulary in simple service situations.

Previous Learning: Basic Russian 1 (5 cr) or equivalent studies in Russian

Contents:
 Numerals and their usage in service situations
 Verb forms
 Adjectives and adverbs
 Basics of cases
 On the phone
 Shopping situations, listening and practice
 Hotel and restaurant situations

Learning Methods: Small group sessions with lots of group and pair practice

Assessment Methods: Continual assessment, written and oral exam

Bibliography: Alestalo, M., Kafe Piter 1 or equivalent material

Learning Objectives: To equip a complete beginner with the skills needed to communicate in practical everyday situations in Italian and to give some background information about Italy and its society and culture.

Contents: Pronunciation, grammar and writing
Service situations
Culture

Learning Methods: Small group teaching

Assessment Methods: Continuous assessment and written exams

Bibliography: Espresso 1

(KBIT011) Basic Italian 2

Credits: 3 cr **Timing:** 1st - 4th yr

Learning Objectives: This course will reinforce students' Italian grammar skills, widen their vocabulary and develop their spoken Italian as well providing a variety of information on Italian culture.

Previous Learning: 5 cr of approved Italian studies or the equivalent

Contents: Culture and geography of Italy
Tourism and tourist services
Society

Learning Methods: Small group teaching

Assessment Methods: Continuous assessment, written exams

Bibliography: Espresso 1 and handout

(KBIT012) Italian Business Communication

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

Learning Objectives: This course covers spoken and written communication in business and students will improve their capabilities to understand, speak and write Italian.

Previous Learning: Basic Italian 1 and Basic Italian 2

Contents: Job applications, job interviews
Company presentations and routine correspondence.

Learning Methods: Independent study, supervised distance learning

Assessment Methods: Written exercises, written and spoken exam, listening comprehension test

Bibliography: Cherubini, N., L'italiano per gli affari

(KBCH001) Basic Mandarin Chinese 1

Company visits, negotiations
Giving instructions
Everyday German

Learning Methods: Small group teaching

Assessment Methods: Continuous assessment and written tests

Bibliography: Kudel-Kyyhkynen: Einverstanden 1

(KBDE011) Basic German 2

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

Learning Objectives: This course covers basic German grammar and vocabulary enabling students to cope in simple business communication situations and to broaden their basic grammar and vocabulary skills as well as their knowledge of Germany and German etiquette and manners. Students will also be able to talk about general issues to a certain extent, their own country and work place and understand simple, general texts concerning their own professional field.

Previous Learning: Basic German 1 or proficiency test

Contents: Basic grammar
Everyday German
Telephoning
Emails
German culture and business etiquette

Learning Methods: Small group teaching

Assessment Methods: Continuous assessment and written exam

Bibliography: Kudel-Kyyhkynen: Einverstanden 1 and study handout

(KBDE012) Basic German 3

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

Learning Objectives: Students will be equipped with the skills needed to cope in service situations in business and in the tourism and hospitality business according to the requirements of German etiquette. They will be able to present the company's services and to provide information about their own region and country.

Previous Learning: Basic German 1 and Basic German 2 or proficiency test

Contents: Students will be equipped with the skills needed to cope in service situations in business and in the tourism and hospitality business according to the requirements of German etiquette. They will be able to present the company's services and to provide information about their own region and country.

Learning Methods: Independent studies

Assessment Methods: Written tasks and oral exam

Bibliography: Study handout

(KBW234) Facts and Fiction about Finland

Credits: 3 cr Timing: 1st or 2nd yr

Learning Objectives: Students will know facts about Finland, the Finnish way of life, everyday life and celebrations.

Contents: Facts and figures about Finland
Celebrations and festivals
Food culture, songs, greetings and conversation culture, characters in Finnish fiction

Learning Methods: Conversations, presentations, active participation in different situations

Assessment Methods: Active participation in the course and assigned situations and events

Bibliography: Will be announced in the course plan

(KBEN005) Going Global

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

Learning Objectives: Students will be able to plan an international company visit and will understand international and business cultures and etiquette.

Previous Learning: Basic and Professional studies

Contents: Planning an international business visit and receiving visitors from abroad
Business etiquette
Goodwill letters

Learning Methods: Small group teaching

Assessment Methods: Continual assessment, oral presentations, written assignments and exam

Bibliography: Handout

(KBEN004) English Conversation

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

Learning Objectives: Students will diversify his/her oral language skills and become aware of the variations of the English language

Contents: Conversation exercises, topics from various fields
If possible, foreign guests and changing leaders of discussion

Learning Methods: Small group sessions

Assessment Methods: Oral tasks and oral group exam

Bibliography: To be agreed at the beginning of the course

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

Credits: 15 cr Timing: 4th yr

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

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

Contents: Initial thesis seminar (during practical training)

Assessment Methods: 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

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

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

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

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

Learning Methods: Application of theory into practice.

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

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. Kirsi Sievers

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 (25 cr)

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

Professional Studies (91 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 (44 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 (5 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 (2012)

BASIC STUDIES 25 CR

SSBC2Z Communication Skills	25 cr
SSBC013 Personal Development Programme	4 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
SSBC014 English: Professional Communication Skills	3 cr
<i>Foreign Students</i>	
SSBC009 Finnish for Foreigners 1	6 cr
SSBC010 Finnish for Foreigners 2	3 cr
SSBC012 Finnish for Foreigners 3	3 cr

PROFESSIONAL STUDIES 91 CR

SSPH3Z Competence in Health Promoting Physical Activity and Coaching	40 cr
SSPH001 Anatomy and Physiology	5 cr
SSPH002 Exercise Physiology	4 cr
SSPH003 Adapted Physical Education	3 cr
SSPH004 Human Motor Development	3 cr
SSPH010 Motor Learning	3 cr
SSPH007 Nutrition	3 cr
SSPH008 First Aid and Health Risks	3 cr
SSPC012 Health Exercise Coaching 1	3 cr
SSPC013 Health Exercise Coaching 2	3 cr
SSPC014 Applications of Exercise	4 cr
SSPC001 Biomechanics of Human Movement	3 cr
SSPC007 Sport Psychology	3 cr
SSPP4Z Competence in Pedagogy and Didactics	10cr
SSPP003 Introduction to Physical Education	3 cr
SSPP004 Instructing Health-Enhancing Physical Activity	4 cr
SSPH006 Exercise and Health Counselling	3 cr
SPA7Z Competence in Physical Activity 1&2&3	36 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
SSPA013 Athletics	4 cr

SSPA014	Aquatics 1	3 cr
SSPA015	Aquatics 2	3 cr
SSPR7Z	Research Studies	5 cr
SSPR002	Research Studies	5 cr

FURTHER SPECIALISATION STUDIES 44 CR

SPH01Z	Competence in Leadership and Entrepreneurship in the Field of Physical Activity	
SSPC9Z	Activity Tourism, Business 1&2	44 cr
SSPL001	Introduction to Business Operations	3 cr
SSPL002	Introduction to Marketing	4 cr
SSPL003	Introduction to Management Accounting	3 cr
SSPL004	Project Management	5 cr
SSPL006	Principles of Tourism	3 cr
SSPL007	Introduction to Activity Tourism	3 cr
SSPL008	Activity Tourism Product Development	5 cr
SSPL009	Adventure Tourism	3 cr
SSPL010	Management of Programme Services	5 cr
SSPL001	Strategic Marketing Management	3 cr
SSPL012	Human Resource Management	5 cr
SSPL013	Law Studies	2 cr

SSBW9Z	FREE-CHOICE STUDIES	5 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
SSBW018	Self-defence Sports	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
SSPT003	Practical Training (Orientation)	12 cr
SSPT004	Advanced Training	18 cr
SSTH10Z	THESIS	15 CR
SST001	Thesis	15 cr

COURSE DESCRIPTIONS FOR THE DEGREE PROGRAMME IN SPORTS

BASIC STUDIES

(SSBC2Z) COMMUNICATION SKILLS 25 cr

(SSBC013) Personal Development Programme

Credits: 4 cr Timing: 1st yr

Learning Objectives: The aim of this programme is to provide students with the tools to ensure a successful start to their studies leading to success in future careers, by enabling them to identify their personal learning characteristics, whilst at the same time introducing specific study skills. The programme aims to facilitate the individual personal development of students.

Contents: Initial assessment week (Boot Camp)
Personal SWOT
Learning styles

Assessment Methods: Portfolio-Course work of completed tasks throughout the programme

Bibliography: Selected readings, handouts related to subject areas

(SSBC002) Interpersonal Skills

Credits: 3 cr Timing: 1st yr

Learning Objectives: Students will learn how to interact with clients, colleagues and partners. They will possess the competence to support the development of their clients' and groups' interaction skills.

Contents: Active listening
Cooperation and problem solving skills
Clear self expression
Ecosystematic methods

Learning Methods: Lectures, supervised exercises

Assessment Methods: Assignments, exercises

Bibliography: To be announced

(SSBC003) Finnish 1

Credits: 3 cr Timing: 1st yr

Learning Objectives: Students will be proficient in the cooperation, oral communication and interaction skills required in working life. Students will develop their oral communication skills as part of their professional competence.

Contents:	The theory and practice of group work Meetings and negotiations Introduction to spoken communication Cultural differences in spoken communication
Learning Methods:	Lectures, supervised exercises
Assessment Methods:	Group work and presentation assignments, exercises and exam
Bibliography:	Niemi, Nietosvuori, Virikko: Hyvinvointialan viestintä Further material provided by the lecturer

(SSBC004) Finnish 2

Credits:	3 cr	Timing:	1st yr
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Learning Objectives: Students will develop their written Finnish skills and practise the specific writing skills required of their profession.

Contents:	Introduction to written communication Academic texts and documentation Business correspondence
Learning Methods:	Lectures, supervised exercises, written assignments
Assessment Methods:	Writing exercises and assignments, exam or a supplementary written assignment
Bibliography:	Niemi, Nietosvuori, Virikko: Hyvinvointialan viestintä Binder, Kärnä, Metivier, Miestamo, Salenius, Savinainen, Solonen, Taimio, Åberg: Liikeviestinnän käsikirja - viestit vaihtoon 7 kielellä Further material provided by lecturer

(SSBC005) Swedish: Svenska för Idrottsbranchen

Credits:	3 cr	Timing:	1st yr
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Learning Objectives: Students will be proficient sports and leisure vocabulary with the competence to communicate using spoken and written Swedish for sports and leisure related communication and interaction situations.

Previous Learning: European Qualifications Framework B1

Contents:	Terminology and vocabulary in the field of sports and leisure Spoken and written communication and interaction Interacting with clients
Learning Methods:	Supervised exercises
Assessment Methods:	100 % attendance and active participation Completed oral and written assignments and exercises Written and oral exam
Bibliography:	To be announced

(SSBC006) English: Basics of Sports and Leisure English

Contents: Pronunciation, syllable division and other general issues about the language
 Greeting and introductions
 Language skills, working, living, studying
 Numerals: time, prices, banking
 Asking simple questions and understanding instructions
 Travelling, sports, shopping
 The school system
 Basic geography of Finland
 Finnish cuisine

Learning Methods: Communicative, practical approach and group work

Assessment Methods: Class work and written or/and oral exam

Bibliography: Facts about Finland,
 Hämäläinen, Aletaan
 Kenttälä, Kieli käyttöön

(SSBC010) Finnish for Foreigners 2

Credits: 3 cr Timing: 1st yr

Learning Objectives: To improve communication skills in the Finnish language

Previous Learning: Finnish for Foreigners I

Contents: This unit builds on the knowledge gained in Finnish for Foreigners I

Learning Methods: Small group sessions

Assessment Methods: Active participation in class activities, written and oral tests

Bibliography: Kangasniemi, Suomen kielen tikapuut jatkotaso 1
 Hämäläinen, continued

(SSBC012) Finnish for Foreigners 3

Credits: 3 cr Timing: 3rd yr

Learning Objectives: To improve communication skills in oral and written Finnish

Previous Learning: Finnish for Foreigners I - II

Contents: This unit builds on the knowledge gained in Finnish for Foreigners I - II

Learning Methods: Small group sessions

Assessment Methods: Active participation in class activities, written and oral tests

Bibliography: White: From Start to Finnish
 Kuparinen & Tapaninen: Hyvin menee 2

PROFESSIONAL STUDIES

(SSPH3Z) COMPETENCE IN HEALTH PROMOTING PHYSICAL ACTIVITY AND COACHING 40 cr

(SSPH001) Anatomy and Physiology

Credits: 5 cr Timing: 1st yr

Learning Objectives: Students will understand the structure of the human body and how it works and can use this knowledge in client-oriented sports instruction and coaching work to promote health and performance rate as well as to reinforce exercise behaviour.

Contents: Introduction to Chemistry and Physics
Cells, tissues and organs
Locomotor system
The nervous system and the senses
Breathing and circulation
Digestion
Fluid balance and urine excretion
Metabolism
Thermal/heat control

Learning Methods: Lectures, supervised exercises, independent study, part of the studies completed online

Assessment Methods: Exam, assignments

Bibliography: To be announced

(SSPH002) Exercise Physiology

Credits: 4 cr Timing: 1st yr

Learning Objectives: Students will be able to understand the functioning and structure of the human body so as to be able to use this knowledge in client oriented sports instruction, health promotion and exercise behaviour reinforcement.

Contents: Cells, tissue, organs, respiration and circulation
Digestion and metabolism
Sensory and nervous system
The locomotor system
Physics and Chemistry

Learning Methods: Lectures, supervised assignments, parts of course completed online, independent work

Assessment Methods: Exam, assignments

Bibliography: McArdle, Katch, Kattch, Exercise Physiology.
Current articles

(SSPH003) Adapted Physical Education

Credits: 3 cr Timing: 2nd yr

Learning Objectives: Students will be able to recognise value of sports and exercise for people with special needs and the stages and components of developing such exercise. They will be able to use a variety of goal-oriented counselling and teaching methods to deal with different types of groups and individuals. Students will be proficient in using exercise for persons with special needs in different types of operational environments.

Contents: The concepts, values and significance of exercise for people with special needs.
Dealing with individuals and differentiation.
The didactics of applied sports and exercise education
The use of sports and exercise
Exercise for the mentally disabled

Learning Methods: Lectures, supervised exercises

Assessment Methods: To be announced

Bibliography: To be announced

(SSPH004) Human Motor Development

Credits: 3 cr **Timing:** 1st yr

Learning Objectives: Students will be conversant with the physical growth and motor development of people from different ages groups.

Contents: Physical growth of people from different age groups
The development of human motor skills in different age groups and how to observe such development

Learning Methods: Supervised exercises, independent study

Assessment Methods: Pair-work assignment (video recording)

Bibliography: Haywood, K. & Getchell, N. 2009. Life span motor development.

(SSPH010) Motor Learning

Credits: 3 cr **Timing:** 1st yr

Learning Objectives: Students will be conversant with the basic methods of analysing movement, and the progress of motor learning

Contents: The basic elements of movement
Observing performance
Analyzing performance
Motor learning

Learning Methods: Lectures and exercises

Assessment Methods: Assignment

Bibliography: To be announced

(SSPC014) Applications of Exercise

Credits: 4 cr Timing: 1st yr

Learning Objectives: The students will be able to explain how different forms of illness are caused and will recognise the main principles of caring for such illnesses. They will be able to use exercise in the care of different target groups and illnesses. Students will be proficient in the use of fitness testing methods for the elderly, being able to apply them according to customer needs. They will be capable of planning, implementing and assessing strength and balance exercises for the aging and elderly as well as customer needs based training programmes.

Contents: Chronic illnesses
Mental health
Exercise with illness
Exercise during pregnancy
Exercise for the elderly and fall prevention
Measuring the health and fitness of the elderly

Learning Methods: Lectures and supervised exercises The course will partly be implemented as RDI studies

Assessment Methods: Announced in course plan

Bibliography: Announced in course plan

(SSPH008) First Aid and Health Risks

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

Learning Objectives: Students will be prepared for action in situations requiring first aid. They will be conversant with the basic principles of prevention and aid with the ability to work in cooperation with other first aiders and helpers.

Contents: Emergency and first aid as part of the care chain and the duty to help
The first aid situation: a crisis for the helper and casualty
First aid action
Prevention of exercise-related injuries and first aid
Health and safety

Learning Methods: Lectures, supervised exercises, independent study

Assessment Methods: Quizzes, active participation in exercises. Opportunity to acquire the Finnish Red Cross EA2 certificate.

Bibliography: To be announced

(SSPC001) Biomechanics of Human Movement

Credits: 3 cr Timing: 3rd yr

Learning Objectives: Students will know the basic mechanisms and terminology of biomechanics.

Contents: Terminology of biomechanics
An introduction to biophysics
Measuring strength

Learning Methods: Lectures, supervised exercises

Assessment Methods: Assignment

Bibliography: To be announced

(SSPC007) Sports Psychology

Credits: 3 cr Timing: 3rd yr

Learning Objectives: Students will be aware of the psychological factors involved in improving performance in sports.

Contents: Defining sport and exercise psychology
Personality and sport
Promotion of motivation, lifelong health and fitness promotion of social skills for life, group and team dynamics promotion of self-concept and cognitive skills, exercise and psychological well-being promotion of motor skills for life arousal, stress, and anxiety psychological Skills training.

Learning Methods: Lectures, seminar

Assessment Methods: Assignment

Bibliography: Liukkonen, J. ym. Psychology for Physical Educators- Student in Focus.
Weinberg, R. & Gould, D. Foundations of Sport and Exercise Psychology.

(SSPP4Z) COMPETENCE IN PEDAGOGY AND DIDACTICS 10 cr

(SSPP003) Introduction to Physical Education

Credits: 3 cr Timing: 2nd yr

Learning Objectives: Student will gain knowledge of the foundations of educational science, being able to plan annual, semesterly and hourly exercise syllabi and teaching content for the purposes of instructing clients of different age groups. Student will be aware of and be able to take into account the educational, knowledge-based and skill-related objectives of exercise in their planning.

Contents: The foundations and different areas of educational science, the learning and instruction process, planning basics. The aims and contents of physical education teaching.
Planning, implementing and evaluating exercise sessions.
Controlling the teaching event and teaching methods.
Educating for exercise and with the aid of exercise. Safety in physical education teaching.

Learning Methods: Lectures, supervised exercises.

Assessment Methods: Exam, instruction practice.

Bibliography: To be announced

terms of developing fitness and balance.

Contents: Skating
Sports and games on ice
Instruction practice

Learning Methods: Lectures, supervised exercises, instruction practice

Assessment Methods: Approved attendance of lectures and accomplishment of supervised assignments and instruction practice sessions.

Bibliography: To be announced

(SSPA003) Downhill Skiing

Credits: 3 cr Timing: 1st yr

Learning Objectives: Students will be aware of the principles of safe and effective movement on the slopes. They will gain knowledge of downhill skiing, telemark (free-heel skiing) and snowboarding teaching contents and be able to supervise activities on the slopes.

Contents: Downhill (alpine), telemark (free-heel) skiing, snowboarding
Instruction/organisation
Knowing the equipment/maintenance

Learning Methods: Lectures, supervised exercises

Assessment Methods: Approved attendance of lectures and accomplishment of exercises and instruction practice sessions.

Bibliography: To be announced

(SSPA009) Skiing and Outdoor Activities

Credits: 4 cr Timing: 2nd yr

Learning Objectives: Students will be aware of the significance of skiing as a key form of winter exercise while being proficient in basic skiing techniques. They will also be able provide skiing instruction. In addition students will become conversant with the principles and different forms of nature activities.

Contents: Cross-country skiing techniques
Games on skis
Ski tours and treks
Snowshoeing
Canoeing

Learning Methods: Lectures, supervised exercises

Assessment Methods: Approved attendance of lectures and accomplishment of exercises and instruction practice

Bibliography: To be announced

(SSPA010) Ball Sports

Learning Methods: Lectures, supervised exercises

Bibliography: Guzman, Ruben. The Swimming Drill Book
Hannula, D. Coaching Swimming Successfully

(SSPA015) Aquatics 2

Credits: 3 cr Timing: 1st yr

Learning Objectives: Students will be able to plan, instruct and assess aquatic exercises.

Contents: Different forms of aquatic exercise

Learning Methods: Lectures, supervised exercises and instruction practice

Assessment Methods: Instruction assignments and exam

Bibliography: AEA, Aquatic fitness professional manual

(SSPR7Z) RESEARCH STUDIES 5 cr

(SSPR002) Research Studies

Credits: 5 cr Timing: 2. - 3. yr

Learning Objectives: Students will possess the basic competence to develop their expertise to conduct different research and development projects while understanding their significance in terms of their own professional development. In addition, students will be able to critically assess knowledge produced as a result of development work.

Contents: Research and development approaches
Qualitative research process
Quantitative research process
Product commercialization process
Analysis and interpretation of research material

Learning Methods: Lectures, supervised exercises, seminars

Assessment Methods: Assignments, seminars, exam

Bibliography: To be announced

OPTIONAL PROFESSIONAL STUDIES

LEADERSHIP- AND ENTREPRENEURSHIP IN THE FIELD OF PHYSICAL ACTIVITY

(SSPC9Z) ACTIVITY TOURISM, BUSINESS 1&2 44 cr

(SSPL001) Introduction to Business Operations

Credits: 3 cr Timing: 2nd yr

Learning Objectives: To provide students with a general overview of all business aspects, and to familiarise students with business and management functions.

Previous Learning: The course assumes no prior knowledge of business.

Contents: Business concepts, business environment, interest groups, legal forms of ownership, management, overview of business functions (operations, human resources, marketing, Finance, accounting), money and financial markets.

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

Assessment Methods: Exam, active participation

Bibliography: Nickels, McHugh, Understanding Business 8th edition.

(SSPL002) Introduction to Marketing

Credits: 4 cr **Timing:** 2nd yr

Learning Objectives: Students will be conversant with the basic concepts of marketing as well as the special features of the service business, exercise and sports marketing. Students will understand the significance of marketing as part of business operations.

Contents: Client-oriented marketing thinking
The basic concepts of marketing
The special features of sports and exercise marketing

Learning Methods: Lectures, assignments

Assessment Methods: Exam, assignments

Bibliography: Kotler & Armstrong, 2004. Introduction to Marketing.
Further material provided by lecturer.

(SSPL003) Introduction to Management Accounting

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

Learning Objectives: Students 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
Cost-volume-profit analysis
Budgeting
Activity based costing

Learning Methods: Lectures, assignments

Assessment Methods: Exercises and exam

Bibliography: To be announced

(SSPL004) Project Management

Credits:	5 cr	Timing:	2nd yr
Learning Objectives:	Students will adopt up-to-date, goal oriented working methods that are usually applied in the completion of one-off administrative and/or production related tasks.		
Contents:	Project concept Project organisation and finance Project planning Project monitoring and follow-up Project implementation Ending a project		
Learning Methods:	Lectures, supervised exercises, seminar, delivered partly online, delivered partly as R & D studies.		
Assessment Methods:	Project portfolio, organising an exercise/sports event.		
Bibliography:	Horine Gregory M., Absolute Beginner's Guide to Project Management Other material to be announced		

(SSPL006) Principles of Tourism

Credits:	3 cr	Timing:	2nd yr
Learning Objectives:	Students will comprehend the nature of the tourism system. Upon completion of this course students will be able to define and classify basic tourism concepts. The course provides appreciation of the components of tourism demand as well as tourist consumer behaviour. Furthermore students will be able to name various tourism players and their economic, environmental and socio-cultural impact.		
Contents:	Introduction of a tourism system Definitions and classifications Consumer behaviour and tourism demand Economic, environmental, socio-cultural impact of tourism Attractions, accommodation, destinations The future of tourism		
Learning Methods:	Lectures, workshop, small group work, presentations		
Assessment Methods:	Exam, course work, assignments		
Bibliography:	Course book: Cooper Chris, John Fletcher, Alan Fyall, David Gilbert & Stephen Wanhill (2008): Tourism - Principles & Practice, 4th Ed, Prentice Hall. An imprint of Pearson Education, Essex, England. Add. reading: McIntosh Robert W., Charles.R. Goeldner & J.R, Brent Richie (2012): Tourism - Principles, Practices & Philosophies, 12th Ed., John Wiley & Sons, New York, USA.		

(SSPL007) Introduction to Activity Tourism

Credits:	3 cr	Timing:	3rd yr
Learning Objectives:	Students will recognise the importance and complexity of activity tourism. Upon completion of this course students will be able to define activity tourism and its components. Students will be able to distinguish between nature, sports and		

wellbeing tourism, name examples and get to know practical products from each field.

Contents: Definition of key terms
Activity tourism in Finland
Nature tourism, sport tourism, wellbeing tourism

Learning Methods: Lectures, group work, case studies, company visits

Assessment Methods: Exam, assignments, presentations

Bibliography: Selected books and readings. Handouts provided by lecturer.

(SSPL008) Activity Tourism Product Development

Credits: 5 cr Timing: 3rd yr

Learning Objectives: Students will be able to identify the role of product development for sustainable and profitable tourism companies. The goal of the course is to compose an activity tourism product plan taking all necessary processes into consideration. Students combine study skills from different disciplines in order to create a new product idea.

Contents: Trends in activity tourism
The tourism product
Activity tourism markets
Marketing aspects (price, package, channels, promotion, etc.)
Managing space and time (seasonality)
The product development process

Learning Methods: Lectures, group work, projects. Part of the course is delivered as R&D studies.

Assessment Methods: Course work (development plan), presentations

Bibliography: Reading/material provided by lecturer

(SSPL009) Adventure Tourism

Credits: 3 cr Timing: 3rd yr

Learning Objectives: The course provides the academic and practical knowledge and skills needed in adventure tourism programmes. Upon completion of this course students can outline the key characteristics of adventure and are able to outline important aspects of the experience creation process. Students will be conversant in adventure tourism industry supply and demand related issues. The course emphasises adventure education. Students will comprehend stages in group development and can apply different leadership styles.

Contents: Definitions and key terms of adventure tourism
The adventure tourism industry: demand/supply
Adventure education: group development, leadership styles
Creation of experiences
Risk as part of adventures

Learning Methods: Lectures, group work, workshop, group exercises, excursion, company visit

Assessment: Active participation, assignments, presentations

Methods:

Bibliography: Swarbrooke J., Beard C., Leckie S. & Pomfret G. 2003. Adventure Tourism. Butterworth & Heinemann: Oxford.
Priest, S. & Gass, M.A. 1997. Effective Leadership in Adventure Programming. USA: Human Kinetics.
Material provided by the lecturers.

(SSPL010) Management of Programme Services

Credits: 5 cr Timing: 3rd yr

Learning Objectives: Students will comprehend the scope and evolution of activity tourism management. They will be proficient in comparing tourism programme offers and following the steps of planning and implementing activity programme services. The course provides a wide range of skills and knowledge needed when managing tourism activity services.

Contents:	Goals and steps in activity programme planning
	Customer/participant analysis
	Guiding
	Safety issues
	Sustainability

Learning Methods: Lectures, group work, field trip with company visits and programme testing

Assessment Methods:	Active participation in classes and excursions, reports, presentations
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Bibliography: Reading list/material provided by lecturer

(SSPL011) Strategic Marketing Management

Credits: 3 cr Timing: 2nd yr

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

Previous Learning: Introduction to Marketing, introduction to Management, and Management accounting.

Contents:	Business and Marketing Strategic management, Strategic analysis of internal and external environment, segmentation and opportunity analysis, market strategies, product/branding, promotion, distribution, and promotion strategies. Strategic Marketing planning, and implementation of integrated marketing program.
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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
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Bibliography: Kerin. Peterson, Strategic Marketing Problems (cases and comments)
Aaker D. A, Strategic Market Management, 2007, Wiley and Sons.

(SSPL012) Human Resource Management

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

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

Contents:

- Introduction to HRM
- Introduction to Leadership and Organisation
- Management and Leadership as part of an organisation
- Human resource planning
- Recruitment and selection
- Orientation, training and development
- Employee Relations
- Performance Management
- Remuneration and reward
- International dimension of HRM

Learning Methods: Lectures, case studies, group assignments and presentations

Assessment Methods:	Class attendance (exercises, and discussions) 20%	Presentation and report 30%
	Exam based on course content 50%	

Bibliography: Eugene McKenna & Nic Beech, Human Resource Management: A Concise analysis, Prentice Hall, 2002.
Beardwell, I., Holden, L., Human Resource management: A Contemporary Perspective, Pitman Publishing, 1997.
Hesselbein, F., Goldsmith, M., Beckhard, R. (ed.), The Leader Of The Future
Ainger, A., Kaura, R., Ennals, R., Business Success Through Human Centred Systems
Tyson, S., Jackson, T., The Essence Of Organisational Behaviour.

(SSPL013) Law Studies

Credits: 2 cr Timing: 4th yr

Learning Objectives: The course will provide students with a general knowledge of the legal framework of business operations with special focus on contract and business laws.

Contents:

- Legal system
- Contract law
- Business law

Learning Methods: Lectures, exercises

Assessment Methods:	Exam
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Bibliography: Surakka, Aapo: Access to Finnish Law, WSOY

(SSBW9Z) FREE CHOICE STUDIES 5 cr

(SSBW006) Sociology of Sports

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

Learning Objectives: Students will gain insight into the significance of sport and exercise as a sociological phenomenon and into differences between exercise cultures.

Contents: Sociological research in exercise and sports
 The socialisation of sports and exercise
 Internationalisation of sports and exercise

Learning Methods: Independent study

Assessment Exam/assignment
 Methods:

Bibliography: Material provided by lecturer

(SSBW007) Physical Exercise for the Disabled

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

Learning Objectives: Students will gain an overview of the sports and principles of sports for the disabled while examining and getting to know the operations of disabled sports associations.

Contents: The status of sports for the disabled
 Classification
 Coaching systems
 Disabled sports associations

Learning Methods: Independent study

Assessment Assignment
 Methods:

Bibliography: Material provided by lecturer

(SSBW008) Sports Injuries

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

Learning Objectives: Students will know how the most common sports injuries occur and how to care for them.

Contents: Typical sports injuries
 How injuries occur
 Stress injuries and their care

Learning Methods: Independent study

Assessment exam/assignment
 Methods:

Bibliography: Material as indicated by the teacher

(SSBW010) Taping and Massage

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

Learning Objectives: Students will know the basics and reasons for taping. They will understand massage as a whole and be able to use different forms of massage to induce relaxation and recovery.

Previous Learning: Anatomy and Physiology

Contents:

- Ankle, knee and wrist taping
- The uses of sports tapes
- The anatomy of the area for taping
- Introduction to massage
- Different forms of massage and their application in the massage of different anatomic areas

Learning Methods: Lectures, supervised exercises, independent work

Assessment Methods:	Exam, participation
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Bibliography: To be announced

(SSBW018) Self-defence Sports

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

Learning Objectives: Students will be competent in the basics of one particular martial art.

Contents: Judo
Taekwon-do
Aikido
or other possible martial art

Learning Methods: lectures, supervised training sessions

Assessment Methods:	Participation
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Bibliography: Teacher's own material

(SSBW013) English

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

Learning Objectives: Students develop their professional communication skills with the focus on coaching and transacting with clients, colleagues and co-operation partners.

Previous Learning: Basics of Sports and Leisure English

Contents: Coaching terminology
Professional communication skills

Learning Methods: Supervised exercises

Assessment Methods:	100 % attendance and active participation, oral and written exercises, language portfolio or written exam
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Bibliography: To be announced

return home and reporting. Those who have applied for exchange via the Asio e-application system should complete their international exchange report via Asio. The Asio e-report also replaces tasks 9 and 10 from Valtteri.

Learning Methods: It is recommended that all those participating in an exchange programme, particularly if the exchange period lasts for more than 3 months, should complete this course. The Valtteri training package can be accessed in Moodle e-learning environment: <http://moodle.kajak.fi>, from the course category Muut. In order to register for the course, you need a course key. The key will be given to you when your exchange application has been approved.

(SST10Z) THESIS 15 cr

Students will deepen their professional knowledge and develop their professional know-how by using research material and by following the common ethical rules of research.

(SST001) Thesis

Credits: 15 cr **Timing:** 3rd - 4th yr

Learning Objectives: The thesis provides an opportunity for students to develop and demonstrate their competence in applying their knowledge and skills to a practical assignment requiring expertise linked to their professional studies. They will deepen their professional competence in working life practices in cooperation with others involved in the same process. The thesis should demonstrate that the student is proficient in critical, research-based, developmental and ethical thinking to be used as a foundation for the development of expertise.

Previous Learning: Introduction to Research (3 cr) before presenting the Topic Analysis. The Topic Analysis must be approved before starting the thesis plan. The thesis plan must be approved before commencing the actual thesis and presenting it. The thesis must be presented before completing the maturity test.

Contents: Part 1: Thesis Topic Idea 3 cr
Aims of the thesis, selection and defining of the topic, supervision and peer-supervision, commitment, responsibility and duty, topic analysis, information retrieval skills
Part 2: The Thesis Plan 5 cr, cooperation with the commissioning party, commissioning agreement and copyright, evaluation procedures, the thesis plan and its presentation
Part 3: Completion of the Thesis, its presentation and documentation (report).

Learning Methods: Lectures, seminars, independent study, in parts delivered online or as R & D studies (15 cr).

Assessment Methods: Written and oral presentation of the topic analysis, thesis plan, and the thesis, seminars, attendance of presentations of other theses, poster and maturity test, acting as a peer supervisor and chairing.

Bibliography: Specific to each thesis

(SSPT9Z) PRACTICAL TRAINING 30 cr

Students will become responsible experts in their field, be able to apply their knowledge and network with other sports and physical exercise and sports interest groups and activists.

(SSPT003) Practical Training (Orientation)

Credits: 12 cr Timing: 2nd yr

Contents: A 8-week practical training period in a municipal exercise/leisure department, a sports/exercise organisation and club or in public exercise/leisure companies and institutions (in Finland or abroad).

Learning Methods: Partly delivered online

Assessment Methods: Report and diary kept during practical training period, Power-Point presentation.

(SSPT004) Advanced Training

Credits: 18 cr Timing: 3rd yr

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 12-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