

1. International Business Management	2
1.1 DEGREE PROGRAMME IN INTERNATIONAL BUSINESS MANAGEMENT 90 ECTS	3
1.2 ADVANCED PROFESSIONAL STUDIES 50 ECTS	5
1.2.1 International business development 35 ects	5
1.2.1.1 FORESIGHT METHODS AND FUTURE WORKSHOPS 5 ECTS	5
1.2.1.2 STRATEGIC BUSINESS MANAGEMENT 5 ECTS	6
1.2.1.3 INTERNATIONAL BUSINESS CONCEPTS AND OPERATIONS 5 ECTS	6
1.2.1.4 INTERNATIONAL MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT 5 ECTS	6
1.2.1.5 INTERNATIONAL BUSINESS CONTRACTS AND LEGAL FRAMEWORK	7
1.2.1.6 INTERNATIONAL ACCOUNTING AND FINANCE 5 ECTS	7
1.2.1.7 CROSS-CULTURAL COMPETENCES 5 ECTS	8
1.2.2 Research and development 15 ects	8
1.2.2.1 RESEARCH PROCESS AND RESEARCH METHODS 5 ECTS	8
1.2.2.2 RESEARCH REPORTING AND COMMUNICATION 5 ECTS	9
1.2.2.3 DEVELOPER'S METHODS AND TOOLS 5 ECTS	9
1.3 ELECTIVE STUDIES 10 ECTS	9
1.3.1 Master's degree level courses offered by Business Faculty	10
1.3.1.1 CONTEMPORARY VIEWS ON BUSINESS 5 OP & 10 OP	10
1.3.1.2 Courses offered by Master's Degree Programme in Entrepreneurship for Small and Medium Enterprises	10
1.3.1.2.1 PROCESS AND PROJECT MANAGEMENT 5 ECTS	10
1.3.1.2.2 RESPONSIBLE BUSINESS MANAGEMENT 5 OP	11
1.3.2 Master's degree level courses offered by other LUAS Master's degree programmes	11
1.4 MASTER'S THESIS 30 ECTS	12
2. STRATEGIC KNOWLEDGE AND COMPETENCE MANAGEMENT 5 ECTS	12

International Business Management



STUDY GUIDE 2013-2014

MASTER'S DEGREE PROGRAMME IN INTERNATIONAL BUSINESS MANAGEMENT, 90 ECTS
ADVANCED PROFESSIONAL STUDIES 50 ECTS Compulsory studies
International business development 35 ects
04MIB301 Foresight methods and future workshops 5 ects
04MIB202 Strategic business management 5 ects
04MIB203 International business concepts and operations 5 ects
04MIB204 International marketing and customer relationship management 5 ects
04MIB205 International business contracts and legal framework 5 ects
04MIB109E International accounting and finance 5 ects
04MIB206 Cross-cultural competences 5 ects
Research and development 10 ects
04MIB207 Research process and methods 5 ects
04MIB208 Research reporting and communication 5 ects
04MIB302 Developer's methods and tools 5 ects
ELECTIVE STUDIES 10 ECTS
Master's degree level courses offered by Business Faculty
04YLT904 Contemporary Views on Business 5 ects/
04YLT905 Contemporary Views on Business 10 ects

Courses offered by Master's Degree Programme in Entrepreneurship for Small and Medium Enterprises:

- 04YLT204 Strategic knowledge and competence management 5 ects

- 04YLT202 Process and project management 5 ects

- 04YLT901/4 Responsible business management 5 ects

Annually varying courses

Master's degree level courses offered by other LUAS Master's degree programmes

Courses offered by Master's Degree Programme in Interior Design (partly in English)

Courses offered by Master's Degree Programme in Environmental Technology

Master's degree level courses offered by FUAS University of Applied Sciences

HAMK University of Applied Sciences

Laurea University of Applied Sciences

Master's degree level courses offered by other Universities of Applied Sciences

Master's degree level courses offered by other universities in Finland and abroad

MASTER'S THESIS 30 ECTS

DEGREE PROGRAMME IN INTERNATIONAL BUSINESS MANAGEMENT 90 ECTS

DEGREE PROGRAMME IN INTERNATIONAL BUSINESS MANAGEMENT 90 ECTS

Degree

Master of Business Administration

Duration

90 ECTS, 1,5 years – 2,5 years

The duration of the degree is from 1,5 years to 2 years depending on student's personal study plan. All advanced professional studies as well as research methods and writing module are offered during the first academic year.

Learning objectives

The Degree Programme in International Business Management is intended for people who wish to develop their professional skills for working in demanding developmental or managerial tasks in international business environments. The programme improves the student's knowledge, skills, and competences of global business environments, strategic management, and process and project management as well as human resource management in international business contexts. The studies offer the student a strong base for managing and developing businesses as well as for self-management.

The focus of universities of applied sciences is on advanced work-oriented teaching and on applied research and development. Thus learning assignments and the research-oriented development project of the programme are implemented closely to the student's own work and organization or the thesis can be carried out with the projects run by the university.

The degree programme provides students with a higher university of applied sciences degree – Master of Business Administration – which produces the same qualification for public office and commercial positions as an academic master's degree from traditional universities. Moduulin osaamistavoitteet

Learning outcomes of Master's degree programmes at Universities of Applied Sciences

At Universities of Applied Sciences, the Master's degree comprises advanced vocational studies, elective studies and a final thesis or final project.

Studies leading to the Master's degree provide the student with

- broad and advanced knowledge and the skills for developing the professional field and the theoretical skills for working in demanding expert and leadership positions in the field
- a profound understanding of the field, its relation to working life and society at large as well as the knowledge and skills needed for following and analysing both theoretical and professional developments in the field
- the capacity for life-long learning and the continuous development of ones own expertise
- good language and communication skills required in working life
- and the knowledge and skills needed to function and communicate in the field internationally.

The aim of advanced professional studies is to provide the student with an opportunity to deepen the application of theory in practice, analytical skills, project management skills, and participation skills in research and development as well as social skills. The aim of the final thesis or project is to develop and demonstrate the capacity to apply researched information and use the chosen methodologies to analyse and solve problems as well as to develop the capacity for independent expert work.

University of Applied Sciences Master's degrees represent level 7 in the European Qualifications Framework, EQF. The reference levels within the EQF are based on learning outcomes described as knowledge, skills and competences.

TABLE 1. Learning outcomes relevant to level 7 in the European Qualifications Framework (EQF).

Component	Learning outcomes
Knowledge	Highly specialised knowledge, some of which is at the forefront of knowledge in a field of work or study, as the basis for original thinking and/or research. Critical awareness of knowledge issues in a field and at the interface between different fields.
Skills	Specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures and to integrate knowledge from different fields.
Competence	Manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches. Take responsibility for contributing to professional knowledge and practice and/or for reviewing the strategic performance of teams.

In the Finnish National Framework for Qualifications and Other Learning (NQF), the learning outcomes includes five components: 1) knowledge, 2) work method and application, 3) responsibility, management and entrepreneurship, 4) evaluation, and 5) key skills for lifelong learning.

TABLE 2. Learning outcomes relevant to level 7 in the Finnish National Qualifications Framework (NQF).

Component	Learning outcomes
Knowledge	Understands comprehensive and highly specialised 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.

Work method and application (skills)	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.
Responsibility, management and entrepreneurship	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 manage work and/or people.
Evaluation	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.
Key skills for lifelong learning	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.

Learning methods

The studies are part-time studies and can be completed alongside a normal day job. Full-time study is also possible. Study methods include cooperative learning processes, independent work, contact lessons, e-learning, seminars and a research-oriented development project (30 ECTS) leading to a master's thesis. Each course includes an average of two two-day contact lessons. The contact lessons take place in the evenings and on Fridays and Saturdays, approximately 2-3 days a month, in Lahti or in Hämeenlinna. A part of the studies will be offered in co-operation with the other Master's Degree Programmes of Lahti University of Applied Sciences and Federation of Universities of Applied Sciences (FUAS).

ADVANCED PROFESSIONAL STUDIES 50 ECTS

ADVANCED PROFESSIONAL STUDIES 50 ECTS

International business development 35 ects

International business development 35 ects

Objectives

Student is able to understand how the international business environment affects business management and operations. One should be able to analyze market opportunities and to find out potential business opportunities in different market areas. The module increase understanding of business environment, critical stakeholders, regulations and legal situations and requirements.

FORESIGHT METHODS AND FUTURE WORKSHOPS 5 ECTS

04MIB301 FORESIGHT METHODS AND FUTURE WORKSHOPS 5 ECTS

Objectives

The course increases understanding of the theoretical base of futures and its history, the perspectives used in futures studies and consideration of different transition processes. After successful completion of the course students can recognize and explain prevailing megatrends on a global level including the interaction and work community changes between the global business environment and Finnish society. Students can apply various foresight and future study methods as well as compare and interpret the effects of change both on society and on individual levels. Having successfully completed the course students can, by using foresight methods, apply and make potential society structure forecasts for Europe and Finland, and can make a change forecast and change strategy for their organization.

Contents

Changes in the society, megatrends, weak signals, foresight methods.

Assessment and evaluation

Pre-assignment(s), lectures, virtual learning, and learning assignment(s). Evaluation 0-5.

This course will be produced and taught together with Degree Programme in Entrepreneurship and Business Competence, Degree Programme in Environmental Engineering of Lahti University of Applied Sciences and Degree Programme in Business Management and Entrepreneurship of HAMK University of Applied Sciences. A part of the contact days are organized at HAMK in Hämeenlinna.

Materials

Indicated by the lecturers.

STRATEGIC BUSINESS MANAGEMENT 5 ECTS

04MIB202 STRATEGIC BUSINESS MANAGEMENT 5 ECTS

Objectives

Students understand the main concepts and methods of strategic management in the international context. The student will learn about corporate strategy with respect to building business opportunities. After course, students will have the knowledge, tools, and understanding to apply strategic thinking to support the strategic management processes and they have know-how to build a company strategy, implement strategic plans, and perform a company's strategic analysis. Students understands how operations impact the company's strategy implementation.

Contents

The company environment analysis, the strategy development process, development of a business model to fulfill the company strategy, the strategy implementation process, measuring the success of strategy implementation, alternative approaches to the traditional strategy process.

Assessment and evaluation

Pre-assignment(s), lectures, virtual learning, and learning assignment(s).

Evaluation 1-5.

Materials

Indicated by the lecturers.

INTERNATIONAL BUSINESS CONCEPTS AND OPERATIONS 5 ECTS

04MIB203 INTERNATIONAL BUSINESS CONCEPTS AND OPERATIONS 5 ECTS

Objectives

After completing the course, students understand the various ways of the internationalization of SMEs, starting from the needs of the business strategy. As a learning outcome, students will be able to analyze and assess successful and profitable business concepts in the international markets. Students will be able to develop an internationalization strategy in a chosen market, to analyze the entry mode selection and to define the main financial instruments for the internationalization process. Further, students understand the legislative tradition and the challenges of legislation in the target countries.

Contents

Business concept and tools, internationalization process, international networking, strategies for internationalization, financial instruments for the internationalization.

Assessment and evaluation

Pre-assignment(s), lectures, virtual learning, and learning assignment(s). Evaluation 1-5.

This course will be produced and taught together with Degree Programme in Business Management and Entrepreneurship of HAMK University of Applied Sciences. The contact days are organized at HAMK in Hämeenlinna.

Materials

Indicated by the lecturers.

INTERNATIONAL MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT 5 ECTS

04MIB204 INTERNATIONAL MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT 5 ECTS

Objectives

Students understand the relationship between marketing and sales and how marketing impacts the company's business. Students are able to analyze various markets consisting of business-to-business and business-to-consumer customers. Students are able to create an action plan to manage and improve sales and marketing activities. Students know how to implement a marketing research and campaign for the company. Students know how to manage the company brand to achieve a competitive advantage. Students are able to evaluate sales and marketing activities.

The course increase the students' skills in customer relationship management. Students are able to identify the customers' needs, classify customers' within a customer portfolio, plan efficient and effective processes to take care of customers. Students are able to evaluate customer satisfaction, loyalty and profitability.

Contents

Marketing process, the seven P's of marketing, branding and brand management, the sales and purchase processes, building a sales organization, negotiation management. Customer relationship management.

Assessment and evaluation

Pre- assignment(s), lectures, virtual learning, and learning assignment(s).

Evaluation 1-5.

Materials

Indicated by the lecturers.

INTERNATIONAL BUSINESS CONTRACTS AND LEGAL FRAMEWORK

04MIB205 INTERNATIONAL BUSINESS CONTRACTS AND LEGAL FRAMEWORK

Objectives

Students understand the impact of legal issues on international business transactions. Students are able to analyze case situations from the legal point of view.

Contents

The general international legal environment (including litigation and dispute settlement), the international sales transaction, trade law and regulations in the international market place, basic forms of doing international business.

Assessment and evaluation

Pre-assignment(s), lectures, virtual learning, and learning assignment(s).

Evaluation 1-5.

Materials

Indicated by the lecturers.

INTERNATIONAL ACCOUNTING AND FINANCE 5 ECTS

04MIB109E INTERNATIONAL ACCOUNTING AND FINANCE 5 ECTS

Objectives

Student will be able to understand the importance of accounting in management decision making and is able to analyze and to use accounting information to use a strategic profit model and other tools in finding optimum financial solutions. The student will learn about potential financing systems and sources in the international context.

Contents

Financial and management accounting, accounting information and reporting, analytical tools, financial instruments and sources.

Assessment and evaluation

Pre-assignment(s), lectures, virtual learning, and learning assignment(s).

Evaluation 1-5.

Materials

Indicated by the lecturers.

CROSS-CULTURAL COMPETENCES 5 ECTS

04MIB206 CROSS-CULTURAL COMPETENCES 5 ECTS

Objectives

The aim of the course is to train students to face challenges that successful working in international environment requires. During the course, students will understand how culture impacts their behaviour and communication, will learn what personal knowledge, skills and attitude is required in international business, will learn to understand how cultural differences work in international meetings, negotiations and social situations, and will get familiar with a model of global competency in international leadership. After this course, students are able to utilize cultural models and dimensions to enhance their cultural competence. They also understand the importance of one's cultural background in communication and appreciate culture as an important driver of behavior. Students will be able to apply the most popular theoretical frameworks and enlarge and deepen their understanding of the challenges and possibilities of a multi-cultural business environment. The course develops the students' tolerance in a cross-cultural setting and their ability to act effectively in multi-cultural teams, global organization and cross-cultural environments.

Contents

Concept of culture, cultural models and dimensions, perceptions of us and others, communication styles, intercultural communication dimensions, development of intercultural competence, trust in international teams, cultural do's and don'ts.

Assessment

Pre-assignment(s), lectures, virtual learning, and learning assignment(s).

Evaluation 1-5.

Materials

Indicated by the lecturers.

Research and development 15 ects

Research and development 15 ects

Objectives

The student will learn how to manage the research process and understand scientific reasoning and writing. The student will learn different approaches to research and research methodology.

RESEARCH PROCESS AND RESEARCH METHODS 5 ECTS

04MIB207 RESEARCH PROCESS AND RESEARCH METHODS 5 ECTS

Objectives

The student will learn the characteristics of different research methods, the steps of the research process and is able to plan, carry out and evaluate research processes and development projects, and ultimately competently write a logical manuscript.

Contents

Research methods, research process, research process management, and research ethics.

Assessment and evaluation

Lectures, virtual learning and learning assignment(s).

Evaluation 1-5.

Materials

Indicated by the lecturers.

RESEARCH REPORTING AND COMMUNICATION 5 ECTS

04MIB208 RESEARCH REPORTING AND COMMUNICATION 5 ECTS

Objectives

Student will learn the importance of professional and academic writing skills in reporting and communication in his/her own research project. Students are able to use proper vocabulary and style according to media and academic standards.

Contents

Writing as analytical tool, writing in research process, different media and reporting options.

Assessment and evaluation

Reporting and communication plan, professional magazine article, academic journal article, and press release based on Master's Thesis.

Evaluation 1-5.

Materials

Indicated by the lecturers.

DEVELOPER'S METHODS AND TOOLS 5 ECTS

04MIB302 DEVELOPER'S METHODS AND TOOLS 5 ECTS

Objectives

Student will get familiar with different development methods and tools, understand the problem solving principles and method selection, and learn to apply the chosen method or tool in problem solving.

Content

Problem solving principles and method selection, methods and tools for analyzing current state, methods and tools for setting up the future state, methods and tools for innovation and development activities for reaching the future state, methods and tools for development project management, and developers' workshop day; for learning in social groups and sharing experiences.

Implementation and assessment

Introduction, learning assignments about the chosen methods and/or tools, workshop day. Evaluation 0-5.

Materials

Indicated by the lecturers.

ELECTIVE STUDIES 10 ECTS

ELECTIVE STUDIES 10 ECTS

Students can choose elective studies either from the master-level studies offered by the Business Faculty or other Faculties at Lahti University of Applied Sciences. Elective studies can also be chosen from Professional Development Studies.

Students can also find elective studies at other Universities of Applied Sciences or from Master-level programmes offered by universities in Finland or universities abroad. Before starting the elective studies students need to get approval from the principal lecturer, then the studies will be accepted to one's personal study plan. The theme of elective studies needs to be connected to business expertise and/or to the topic of one's thesis work.

Master's degree level courses offered by Business Faculty

Master's degree level courses offered by Business Faculty

CONTEMPORARY VIEWS ON BUSINESS 5 OP & 10 OP

04YLT904 Contemporary Views on Business 5 op/

04YLT905 Contemporary Views on Business 10 op

Student

- is aware of international networks in his/her own field and is capable of acting in them
- is familiar with publishing process of an international conference paper/article
- is able to produce an international research publication
- is capable of presenting his/her research to international research society
- learns to adapt the results of international research to his/her own business field.

Content

Acting in international research and publishing process in his/her business field. To familiarize oneself with international networks and how to be active in one. Free-choice theme in business field and its current international research and publishing activities.

Assessment and evaluation

Students can choose from three different ways to perform this course:

- 1) get acquainted with a scientific publishing process and write an international article, independently or as a member of a group
- 2) get acquainted with an international conference publication, produce and present a conference paper, independently or as a member of a group, learning diary (10 ects)
- 3) get acquainted with the practices of an international conference and with conference publishing process, participate in a conference. Article summaries (3) related to the theme of the conference, as pre-assignments. Conference paper summaries (3), learning diary (5 ects). Evaluation 0-5.

Materials

Guides and instructions for writing, publishing and presenting an international conference paper and/or article. Articles and conference papers to be read and summarized, agreed to upon the teacher. Other material indicated by the lecturers.

Costs

Students cover the conference fee and travel- and accommodation costs themselves unless there is another agreement with the principal lecturer.

Courses offered by Master's Degree Programme in Entrepreneurship for Small and Medium Enterprises

Courses offered by Master's Degree Programme in Entrepreneurship for Small and Medium Enterprises

PROCESS AND PROJECT MANAGEMENT 5 ECTS

04YLT202 PROCESS AND PROJECT MANAGEMENT 5 ECTS

Objectives

Student is able to model processes, plan how to re-engineer and improve processes, use most common quality tools in improving processes, use most common project management tools, and apply process management, project management and change management principles.

Content

Process thinking, business process modeling, process re-engineering and improvement, process management, project management, and change management.

Assessment and evaluation

Pre-assignment(s), lectures, virtual learning, and learning assignment(s).

Evaluation 1-5.

Materials

Indicated by the lecturers.

RESPONSIBLE BUSINESS MANAGEMENT 5 OP

04YLT901/4 RESPONSIBLE BUSINESS MANAGEMENT 5 OP

Objectives

The student

- understands the backgrounds and characteristics of responsible business management
- is able to adapt the theories and practices of responsible business management.

Contents

The concept and utilization of responsible business management, ethics in business, social responsibility business models, corporate accountability, corporate governance, responsible stakeholder communication and reporting.

Assessment and evaluation

This course will be taught in English together with Master's Degree Programme in International Business Management. Pre-assignment(s), lectures, virtual learning, and learning assignment(s).

Evaluation 1-5.

Materials

Indicated by the lecturers.

Master's degree level courses offered by other LUAS Master's degree programmes

Master's degree level courses offered by other LUAS Master's degree programmes

Courses offered by Master's Degree Programme in Interior Design (partly in English)
Courses offered by Master's Degree Programme in Environmental Technology (in English)

Course descriptions for Master-level programmes and Professional Development Studies offered by Lahti University of Applied Sciences can be found from study guides. Study guides are available at the website, www.lamk.fi.

Master's Degree level courses offered by FUAS University of Applied Sciences

Course descriptions for Master-level programmes and Professional Development Studies offered by FUAS-network, Federation of Universities of Applied Sciences (HAMK and Laurea) can be found from FUAS website: www.fuas.fi and from the websites: www.hamk.fi and www.laurea.fi

Master's Degree level courses offered by other Universities of Applied Sciences

Courses can be found from websites of the Universities of Applied Sciences.

Master's Degree level courses offered by other universities in Finland and abroad

Courses can be found from websites of the Universities.

MASTER'S THESIS 30 ECTS

MASTER'S THESIS 30 ECTS

Objectives

The student is able to plan, carry out, evaluate and report on his/her own research project. The thesis develops and demonstrates students' ability to apply research data, to use selected methods for analysing and solving workplace problems and to carry out demanding specialist tasks independently. The Master's Thesis is an applied research study based on completed studies, existing theoretical data in the field of expertise and empirical data acquired in the workplace. The thesis aims to solve a problem arising in a work environment. Its purpose is to create, produce and develop competence to satisfy the needs of the labour market and society.

Contents

Choosing the relevant research method for the problem space, research design for both desk and field research, using analytical tools, report writing and oral defense.

Assessment and evaluation

Research seminars: Topic analysis seminar (during the first semester), research plan seminar (during the second semester), and publication seminar (during the third semester).

Master's Thesis report and maturity test. Evaluation scale 1-5.

STRATEGIC KNOWLEDGE AND COMPETENCE MANAGEMENT 5 ECTS

04YLT204 STRATEGIC KNOWLEDGE AND COMPETENCE MANAGEMENT 5 ECTS

Objectives

Students are able to recognise the competences needed in a certain business environment and to evaluate the development needs. Students are also able to organize the ways of competence development and knowledge transfer. Students are able to analyze their own role in competence management and competence development needs. The course gives students a deeper understanding of their own competences in international business environment.

Contents

Organizational learning, organizational knowledge and competence, knowledge management, competence management, competence mapping, competence development, strategic human resource management,

Assessment and evaluation

Pre-assignment(s), lectures, virtual learning, and learning assignment(s). Evaluation 1-5.

This course will be taught together with Master's Degree Programme in Entrepreneurship for Small and Medium Enterprises.

Materials

Indicated by the lecturers.