

## Seinäjoki University of Applied Sciences

# IBM18 Masters Degree Programme in International Business Management

The programme aims to increase professional knowledge of international business. Having completed the programme, the student has grown into a business management professional capable of independent decision-making, working with management or demanding expert tasks in businesses that operate in the international market or are planning to go international. The first-year studies focus on the management of international business, which are common to all. The second-year studies consist of the studies advancing the student's personal career development. Students can specialize either in the development of international business or project management. The thesis process will start during the first semester. The studies of research and development support the progress of thesis process throughout the study program. Furthermore, the study program includes elective studies which contribute to the student's professional development. They will be organized in cooperation with Vaasa University of Applied Sciences and Centria University of Applied Sciences. Multi-modal learning methods are used. Each course includes two two-day contact sessions on an average. The emphasis of learning is on independent work as well as solving distant learning assignments and studying online. The student's salaried work during their studies and the competencies achieved through it can be used in order to complete a course. This is referred to as employment-integrated learning, and it can also be related to voluntary work or hobbies. It is essential that the things learnt through working contribute to the attainment of the learning goals of the course. Learning achieved through employment-integrated learning can be verified, for instance, through skills demonstrations and assignments.

code	name	1	2	3	sum
IBM16-1007	ADVANCED PROFESSIONAL STUDIES COMMON TO ALL				30
IBM18-1001	Management of International Business				20
KD00BT03	Management of Intellectual Capital		5		5
KD00BT02	Marketing Management		5		5
KD00BT04	Management Control and Accounting		5		5
KD00BK99	Management of Information Systems		5		5
IBM18-1000	Studies of Research and Development				10
KD00BT07	Thesis Seminar		1	1	2
KD00BT05	Scientific Writing		3		3
KD00BT23	Research and Development Methods		5		5
IBM18-1006	Studies for Advancing the Student's Personal Career Development				15
IBM18-1007	Development of International Business				15
KD00BL01	Strategic Management		5		5
KD00BL15	Advanced International Marketing		5		5
KD00BT45	Business Development Framework and Strategy		5		5
IBM18-1008	Project Management				15
KD00BL31	Project Planning		5		5
KD00BL27	Strategic Project Management		5		5

<b>KD00BL29</b>	<b>Project Finance and Legal Environment</b>	<b>5</b>	<b>5</b>
IBM16-1011	Elective Studies		15
KD00BL17	Advanced Relationship Marketing	5	5
5D00BK84	Global Innovation Strategy	5	5
KD00BL33	Leadership in Global Projects	5	5
KD00BL35	Project Monitoring and Controlling	5	5
KD00BL37	Professional Qualification in Project Work	5	5
IBM18-1009	Elective studies from the programme of Centria UAS		0
IBM16-1013	MASTER'S THESIS		30
KD00BL39	Master's thesis	30	30

### **IBM16-1007 ADVANCED PROFESSIONAL STUDIES COMMON TO ALL: 30 op**

### **IBM18-1001 Management of International Business: 20 op**

### **KD00BT03 Management of Intellectual Capital: 5 op**

#### **Learning outcomes**

Student is able to plan, evaluate and manage competence at the organizational, team and individual level. Student understands the connection between competence management and organizational strategy and success. The student masters the process of competence management and development. Student recognizes the organization's competence needs and know how to use competence development methods in line with strategic goals of a company.

#### **Contents**

Competence management process and concepts  
 Strategy-driven competence development  
 Methods of competence assessment  
 Methods of competence development

#### **Evaluation criteria**

##### **Satisfactory (1-2)**

The student has participated actively in the course. Student has shown in the course ability to comprehend the basic concepts of the course: Student has been able to use the basic concepts of the course in the case company's assignment

##### **Good (3-4)**

The student has carried out work very well and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop solutions for the case company in the assignment of the course.

##### **Excellent (5)**

The student has carried out work to an excellent standard and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop creative

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solutions in the assignment of the course.

## **KD00BT02 Marketing Management: 5 op**

### **Learning outcomes**

The student is able to analyze value creation for customers. The student is able to plan marketing on a strategic level and develop market orientation and marketing capability (marketing planning and management, brand management, customer relationship management) in a firm. The student can explain the impact of market orientation and marketing capability on business performance and firm growth.

### **Contents**

Value creation

Strategic marketing planning

Market orientation and different elements of MO (customer orientation, competitor orientation and interfunctional coordination)

Marketing capability and factors in marketing capability (marketing planning and management, brand management, customer relationship management)

The impact of market orientation and marketing capability on business performance and firm growth

### **Evaluation criteria**

#### **Satisfactory (1-2)**

The student has carried out work and participated as instructed. The student is able to plan marketing on a strategic level and develop market orientation and marketing capability (marketing planning and management, brand management, customer relationship management) in a firm on basic level. The student can explain the impact of market orientation and marketing capability on business performance and firm growth sufficiently.

#### **Good (3-4)**

The student has carried out work well and participated actively. The student is able to plan marketing on a strategic level and develop market orientation and marketing capability (marketing planning and management, brand management, customer relationship management) in a firm on good level. The student can explain the impact of market orientation and marketing capability on business performance and firm growth well.

#### **Excellent (5)**

The student has carried out work to an excellent standard and participated actively and constructively. The student is able to plan marketing on a strategic level and develop market orientation and marketing capability (marketing planning and management, brand management, customer relationship management) in a firm on excellent level. The student can explain the impact of market orientation and marketing capability on business performance and firm growth excellently.

## **KD00BT04 Management Control and Accounting: 5 op**

### **Learning outcomes**

The student is able to analyze the concepts and phenomena of management accounting and management controlling. The student is able to analyze and communicate of management accounting and controlling information in organizations. The student is able to: have a general overview of the management accounting and management control systems, understand the role of

the management accounting and controlling information in organizations, conduct strategic visioning and management by management control systems, and use various analytical tools and methods for management accounting and management controlling information.

**Contents**

Concepts of management accounting and controlling

Management accounting and management control systems

Role of the management accounting and controlling information in organizations

Strategic visioning and management by management control systems

Analytical tools and methods for management accounting and management controlling informatio

**Evaluation criteria****Satisfactory (1-2)**

The student has participated actively in the course. Student has shown in the course ability to comprehend the basic concepts of the course: Student has been able to use the basic concepts of the course in the case company's assignment.

**Good (3-4)**

The student has carried out work very well and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop solutions for the case company in the assignment of the course

**Excellent (5)**

The student has carried out work to an excellent standard and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop creative solutions in the assignment of the course

**KD00BK99 Management of Information Systems: 5 op****Learning outcomes**

Students know information management systems. Students will learn to use special software in the analysing process of business and to utilise that information in decision-making processes. Students are able to apply the concept of information technology to practical organisational situations.

**Contents**

This course provides an understanding of the concept of information management systems with particular focus on analysis methodology, systems analysis and modelling tools. It covers computer software, hardware, terminology and communications systems.

**Prerequisites**

No prerequisites

**Further information**

None

**Evaluation criteria****Satisfactory (1-2)**

The student has participated actively in the course. Student has shown in the course ability to comprehend the basic concepts of the course: Student has been able to use the basic concepts of the course in the case company's assignment

**Good (3-4)**

The student has carried out work very well and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop solutions for the case company in the assignment of the course.

**Excellent (5)**

The student has carried out work to an excellent standard and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop creative solutions in the assignment of the course.

**IBM18-1000 Studies of Research and Development: 10 op****KD00BT07 Thesis Seminar: 2 op****Learning outcomes**

Students will present their research topic and research results and assess the research process of other students.

**Contents**

Seminar work: discussion of research topic and plan and presentation and processing of the research results in a group

**Evaluation criteria**

Pass/fail

Pass/fail. Active participation in lectures and seminar work.

**KD00BT05 Scientific Writing: 3 op****Learning outcomes**

Students are able to read and analyze scientific text. Student are capable of reporting R&D works by writing.

**Contents**

Students go through basic structure of scientific reporting and evaluate scientific texts. They are able to find research question, research method and relevant results and conclusions from texts. They also produce scientific text during the course.

**Evaluation criteria**

Pass/fail

Pass:

The student attends the course meetings (unless the course is online) and, during them, demonstrates the competencies defined as the learning goals of the course and/or acceptably carries out the possible assignments related to the course.

Fail:

The student does not achieve the learning goals of the course and is not able to demonstrate their competencies.

**KD00BT23 Research and Development Methods: 5 op****Learning outcomes**

Students know how to apply qualitative and quantitative research and development methods. They are able to justify their choice of method for development activities.

**Contents**

Qualitative and quantitative methods, methods in development work

Research and development

Nature of knowledge in development activities

**Evaluation criteria****Satisfactory (1-2)**

Students know how to describe quantitative and qualitative methods and methods in development work.

**Good (3-4)**

Students know how to compare quantitative and qualitative methods and methods in development work.

**Excellent (5)**

Students know how to analyze and evaluate quantitative and qualitative methods and methods in development work.

**IBM18-1006 Studies for Advancing the Student's Personal Career Development: 15 op****IBM18-1007 Development of International Business: 15 op****KD00BL01 Strategic Management: 5 op****Learning outcomes**

Student is able to identify megatrends, trends and weak signals in industry's environment by exploiting foresight methods. Student can describe change drivers and their role and importance in the strategic renewal. Student can evaluate the impact of the identified factors of change and transformation processes and analyze the value creation and business logic model in a changing world. Student is able to identify new business opportunities. Student can act in the learning team and evaluate own knowledge development.

**Contents**

Drivers for renewal

Strategic foresight

Strategic renewal tools: methods of foresight and strategic planning

Evaluation of the impacts of innovation in three strategic horizon

**Evaluation criteria****Satisfactory (1-2)**

Students participate in teaching passively, student does not participate in the debate

Student understands forecasting methods, but the use is not systematic in assessing the company's strategic direction

Student tries to use foresight information in developing strategic renewal plan, but the usage is limited

Student tries to assess the impact of change drivers and change processes for the company's current business, but they remain superficial;

Student understands the significance of the feasibility of identifying new business opportunities, but the analysis is restricted

Student evaluates own learning outcomes restrictively

#### **Good (3-4)**

Student participates in classroom work quite actively and present own opinions occasionally.

The student will understand and be able to apply the forecasting methods when assessing the company's strategic renewal directions, but the application has not been systematic

Student use foresight information to some extent in developing strategic renewal plan

Student is able to assess the impact of change drivers and change processes for the company's current business, but the evaluation is not systematic

Student is able to identify some viable new business opportunities for the company

Students are able to assess their own learning, to some extent

#### **Excellent (5)**

Student is actively involved in teaching and present own analytical views on the issues discussed in. The student is able to apply forecasting methods systematically to assess a company's strategic renewal direction

Student use foresight information versatile and widely in developing strategic renewal plan

The student is able to assess analytically the effects of the change drivers and the various processes of change in the company's current business area

Student are able to identify viable new business opportunities profoundly

Student are able to assess their own learning diversely

## **KD00BL15 Advanced International Marketing: 5 op**

### **Learning outcomes**

Students are able to analyze the domestic and foreign operations environments of international trading and utilize that information in adaptation of its international marketing strategies and marketing-mix in a given situation. We take a common view to the topic discussed above but more in detail we go through the challenges by discussing the issues in German / Finnish environment.

### **Contents**

- cultural environment of international business
- marketing mix in international business environment
- international business operations and strategies in international business environment

### **Prerequisites**

No prerequisites

### **Evaluation criteria**

#### **Satisfactory (1-2)**

The student has participated actively in the course. Student has shown in the course ability to comprehend the basic concepts of the course: Student has been able to use the basic concepts of

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the course in the case company's assignment.

**Good (3-4)**

The student has carried out work very well and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop solutions for the case company in the assignment of the course.

**Excellent (5)**

The student has carried out work to an excellent standard and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop creative solutions in the assignment of the course.

**KD00BT45 Business Development Framework and Strategy: 5 op****Learning outcomes**

The student is able to use structured methodology for assessing and developing business strategies across brand development, partnerships, human resources, management and leadership. The student is able to analyse and assess various companies strategies.

**Contents**

Business development framework process

Brand development

Acquisitions and partnerships

Human resources

Management and leadership

**Evaluation criteria****Satisfactory (1-2)**

The student has participated actively in the course. Student has shown in the course ability to comprehend the basic concepts of the course: Student has been able to use the basic concepts of the course in the case company's assignment

**Good (3-4)**

The student has carried out work very well and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop solutions for the case company in the assignment of the course.

**Excellent (5)**

The student has carried out work to an excellent standard and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop creative solutions in the assignment of the course

**IBM18-1008 Project Management: 15 op**



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## **KD00BL31 Project Planning: 5 op**

### **Learning outcomes**

The student has the basic knowledge and ability to participate in project work and project planning. The student understands the concepts related to the project, controlling project plan content, project planning and time to the project. He knows how to make a project plan and accompanying timetable. He is able to calculate and evaluate the duration of the project workloads and resources. He is able to develop the project and to evaluate the project technically and economically.

### **Contents**

The concepts of the project and its utilization, project plan, WBS, time planning, resource planning

### **Prerequisites**

none

### **Evaluation criteria**

#### **Satisfactory (1-2)**

The student is able, with guidance, to utilize the methods learnt during the study unit.

#### **Good (3-4)**

The student is able to utilize the methods learnt during the study unit independently.

#### **Excellent (5)**

The student is able to utilize the methods learnt during the study unit independently and is able apply the learnt knowledge in new contexts.

## **KD00BL27 Strategic Project Management: 5 op**

### **Learning outcomes**

The student understands the project connect to the corporate strategy. He manages the processes related to the creation of the project. The student is aware of the benefits and opportunities of the PMO. He knows the maturity models of project work and is able to take advantage of them.

### **Contents**

Project management success, interested parties, project requirements & objectives, setting up the project, PMO, maturity models (e.g. IPMA Delta, CMMI, P2MM, P3M3)

### **Prerequisites**

None

### **Evaluation criteria**

#### **Satisfactory (1-2)**

The student is able, with guidance, to utilize the methods learnt during the study unit.

#### **Good (3-4)**

The student is able to utilize the methods learnt during the study unit independently.

#### **Excellent (5)**

The student is able to utilize the methods learnt during the study unit independently and is able apply the learnt knowledge in new contexts.

## **KD00BL29 Project Finance and Legal Environment: 5 op**

### **Learning outcomes**

Project Finance provides a framework and methodology to look at project financing as a viable financing option from both the debt and equity perspective. The course is designed to introduce the students to the role of project financing and evaluate project risk analysis, risk mitigation strategies, financing options, and legal/regulatory/industry frameworks. The course will introduce students to cash-flow modeling concepts and sensitivity analysis for project finance and to interpret these analyses in project selection.

### **Contents**

Project structure and parties, project risks, proposed debt structure and term sheet, project debt service capability using cash flow forecasts

### **Prerequisites**

Basics of Project Management or equivalent knowledge

### **Evaluation criteria**

#### **Satisfactory (1-2)**

The student is able, with guidance, to utilize the methods learnt during the study unit.

#### **Good (3-4)**

The student is able to utilize the methods learnt during the study unit independently.

#### **Excellent (5)**

The student is able to utilize the methods learnt during the study unit independently and is able apply the learnt knowledge in new contexts.

## **IBM16-1011 Elective Studies: 15 op**

## **KD00BL17 Advanced Relationship Marketing: 5 op**

### **Learning outcomes**

Students are able to utilize relationship marketing as a strategic approach of marketing in the fields of business-to-business marketing, service marketing and durable goods. The course also focuses on building new and maintaining/developing current business relationships. Special attention will be given to CRM systems as a tool for customer relationship maintenance and management.

### **Contents**

- relationship marketing in business to business sector
- services and durable goods area
- formation and maintenance of customer relationships
- management of customer relationships
- CRM systems

### **Prerequisites**

No prerequisites

### **Evaluation criteria**

#### **Satisfactory (1-2)**

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The student has participated actively in the course. Student has shown in the course ability to comprehend the basic concepts of the course: Student has been able to use the basic concepts of the course in the case company's assignment.

**Good (3-4)**

The student has carried out work very well and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop solutions for the case company in the assignment of the course.

**Excellent (5)**

The student has carried out work to an excellent standard and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases: Student has been able to develop creative solutions in the assignment of the course.

**5D00BK84 Global Innovation Strategy: 5 op****Learning outcomes**

The student is able to identify megatrends, trends and weak signals in industry's environment. Student can evaluate the impact of the change and transformation processes of business environment. The student is able to identify the opportunities and threats of digital business and develop digital business model.

**Contents**

- Strategic management
- Business forecasting
- Digital business environment
- Service business and innovation
- International business
- Social media and digital marketing

**Evaluation criteria****Satisfactory (1-2)**

The student has participated actively in the course. Student has shown in the course ability to comprehend the basic concepts of the course: Student has been able to use the basic concepts of the course in practical business cases.

**Good (3-4)**

The student has carried out work well and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases. Student has been able to develop solutions for the case company in the assignment of the course.

**Excellent (5)**

The student has carried out work to an excellent standard and participated actively and constructively. Student has shown in the course ability to comprehend the concepts of the course and apply the concepts in practical business cases. Student has been able to develop creative solutions in the assignment of the course.

## **KD00BL33 Leadership in Global Projects: 5 op**

### **Learning outcomes**

This course is designed to introduce students to the main characteristics of global projects and programs, and develop students' skills in effectively leading and working in global teams. One goal of the course is to provide students with both the conceptual understanding and the behavioral skills required to implement strategies for effective leadership and team work in a global project. It is expected that students will leave this course with comprehensive knowledge of how to diagnose and intervene as leader, member, or consultant to improve the effectiveness of leadership and teams in any setting.

### **Contents**

Forming a global team, project leadership, global communication, global organizations, collaborative teams, and collaborative techniques.

### **Prerequisites**

Strategic Project Management

### **Evaluation criteria**

#### **Satisfactory (1-2)**

The student is able, with guidance, to utilize the methods learnt during the study unit

#### **Good (3-4)**

The student is able to utilize the methods learnt during the study unit independently.

#### **Excellent (5)**

The student is able to utilize the methods learnt during the study unit independently and is able to apply the learnt knowledge in new contexts.

## **KD00BL35 Project Monitoring and Controlling: 5 op**

### **Learning outcomes**

The student knows more detailed the principles of project management and project control, knows how to control the project implementation. The student knows the principles of cost and resource control and risk management and can utilize project management tools, and apply Project Management Institute (PMI) best practices for project, program and portfolio management

### **Contents**

Forming a project organization, schedule, resource and cost planning, project control, follow up and reporting, risk management and project management tools.

### **Prerequisites**

Basics of Project Management or equivalent knowledge

### **Evaluation criteria**

#### **Satisfactory (1-2)**

The student is able, with guidance, to utilize the methods learnt during the study unit.

#### **Good (3-4)**

The student is able to utilize the methods learnt during the study unit independently.

**Excellent (5)**

The student is able to utilize the methods learnt during the study unit independently and is able apply the learnt knowledge in new contexts.

**KD00BL37 Professional Qualification in Project Work: 5 op****Learning outcomes**

The student qualifies for professional project expert either 1) the certification (IPMA) or 2) through a multidisciplinary project implementation

**Contents**

Option 1: Participation in the paid certification test and the preceding training days.

Option 2: Carried out by the project team, multidisciplinary project and its documentation.

**Prerequisites**

None

**Evaluation criteria****Satisfactory (1-2)**

The student is able, with guidance, to utilize the methods learnt during the study unit.

**Good (3-4)**

The student is able to utilize the methods learnt during the study unit independently.

**Excellent (5)**

The student is able to utilize the methods learnt during the study unit independently and is able apply the learnt knowledge in new contexts.

**IBM18-1009 Elective studies from the programme of Centria UAS: 0 op****IBM16-1013 MASTER'S THESIS: 30 op****KD00BL39 Master's thesis: 30 op****Learning outcomes**

Student has skills for the introduction of a research-based approach and new working methods in the work community. Student is able to collect data and becomes acquainted with the most recent national and international research data on the field of business and administration. Student is able to deepen critical thinking and problems solving skills. Student finds the problem to be solved independently and is able to assess the functions of the process and the background community. Student is able to plan and manage the development process and evaluate the results objectively.

**Contents**

Subject analysis

Research/development plan

Theoretical framework

Research and development methods

Data collection and analysis

Reporting

**Prerequisites**

No prerequisites

**Evaluation criteria**

**Satisfactory (1-2)**

According to the evaluation criteria of master thesis.

**Good (3-4)**

According to the evaluation criteria of master thesis.

**Excellent (5)**

According to the evaluation criteria of master thesis.