

**Seinäjoen Ammattikorkeakoulu Oy****IBM20 Masters Degree Programme in International Business Management, Ylempi AMK-tutkinto**

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. 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	sum
<b>IBM20</b>	<b>Masters Degree Programme in International Business Management, Ylempi AMK-tutkinto</b>	<b>90</b>
IBM20-1001	Advanced Professional Studies	35
IBM20-1002	Management of International Business	25
KD00BT02	Marketing Management	5
KD00BT04	Management Control and Accounting	5
IB00CL37	Human Resource Management	5
KD00BK99	Management of Information Systems	5
KD00CL51	Strategic Management	5
IBM20-1003	Studies of Research and Development	10
KD00BT07	Thesis Seminar	2
KD00BT05	Scientific Writing	3
KD00BT23	Research and Development Methods	5
IBM20-1004	Studies for Advancing the Student's Personal Career Development	15
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KD00CL57	Digital Marketing Management	5
IBM20-1006	Project Management	15
KD00BL31	Project Planning	5

KD00BL27	Strategic Project Management	5
KD00BL29	Project Finance and Legal Environment	5
IBM20-1007	Elective Studies	10
KD00BL33	Leadership in Global Projects	5
KD00BL35	Project Monitoring and Controlling	5
KD00BL37	Professional Qualification in Project Work	5
KD00BT03	Management of Intellectual Capital	5
KD00BT45	Business Development Framework and Strategy	5
5E00CG65	Circular Economy and New Business	5
KD00CL53	Innovation Through Co-Creation Methods	5
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IBM20-1009	MASTER'S THESIS	30
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5D00CD84	Professional Development Plan	0

## **IBM20 Masters Degree Programme in International Business Management, Ylempi AMK-tutkinto: 90 op**

### **IBM20-1001 Advanced Professional Studies: 35 op**

### **IBM20-1002 Management of International Business: 25 op**

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

#### **Osaamistavoitteet**

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.

#### **Sisältö**

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

#### **Arviointikriteerit**

##### **Tyydyttävä (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.

**Hyvä (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.

**Kiitettävä (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****Osaamistavoitteet**

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.

**Sisältö**

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 information

**Arviointikriteerit****Tyydyttävä (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.

**Hyvä (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

**Kiitettävä (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

## **IB00CL37 Human Resource Management: 5 op**

### **Osaamistavoitteet**

Students gain a deepened insight into human resource management against the background of changing working conditions in a globalized and digitized world.

### **Sisältö**

This course goes along the most important sub-functions of human resource management (HRM), such as workforce planning, employee selection, development, compensation or leadership. A special focus is set on impacts of recent trends in business life like globalization or digitization. Furthermore, changes in the mindset of modern workforce (e.g. generation Z) are taken into consideration. A multitude of interactive elements such as exercises and case studies will help students to get deeper insights and to transfer the gained knowledge into their own practice.

### **Arviointikriteerit**

#### **Tyydyttävä (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

#### **Hyvä (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.

#### **Kiitettävä (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**

### **Osaamistavoitteet**

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.

### **Sisältö**

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.

**Esitietovaatimukset**

No prerequisites

**Lisätiedot**

None

**Arviointikriteerit****Tyydyttävä (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.

**Hyvä (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.

**Kiitettävä (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.

**KD00CL51 Strategic Management: 5 op****Osaamistavoitteet**

Students are enabled to analyze companies, markets and the overall environment by applying standard methods like PESTEL-analysis or Porter's five forces. Based on the insights gained by strategic analysis students learn how to define concrete company related strategies by using approaches like e.g. SWOT, Blue Ocean or Porter's generic strategies and how to control their implementation in practice.

**Sisältö**

Introduction to strategy

Strategic analysis

Specific strategic approaches

Strategic controlling

**Arviointikriteerit****Tyydyttävä (1-2)**

Students participate in teaching passively, student does not participate in the debate. Student knows basics of the methods of strategic management, but the transfer to a concrete case reveals lags in knowledge and application.

**Hyvä (3-4)**

Student participates in classroom work quite actively and present own opinions occasionally. Student knows the methods of strategic management and the transfer to a concrete case shows a deeper understanding, but isn't done perfectly.

**Kiitettävä (5)**

Student is actively involved in teaching and present own analytical views on the issues discussed in. Student knows the methods of strategic management and is able to transfer them to a concrete case in a very good way.

**IBM20-1003 Studies of Research and Development: 10 op****KD00BT07 Thesis Seminar: 2 op****Osaamistavoitteet**

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

**Sisältö**

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

**Arviointikriteerit****Hyväksytty/hylätty**

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

**KD00BT05 Scientific Writing: 3 op****Osaamistavoitteet**

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

**Sisältö**

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.

**Arviointikriteerit****Hyväksytty/hylätty**

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****Osaamistavoitteet**

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

**Sisältö**

Qualitative and quantitative methods, methods in development work  
Research and development  
Nature of knowledge in development activities

**Arviointikriteerit**  
**Tyydyttävä (1-2)**

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

**Hyvä (3-4)**

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

**Kiitettävä (5)**

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

**IBM20-1004 Studies for Advancing the Student's Personal Career Development:  
15 op**

**IBM20-1005 Marketing Management: 15 op**

**KD00CL38 International Marketing Management: 5 op**

**Osaamistavoitteet**

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.

**Sisältö**

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

**Esitietovaatimukset**

No prerequisites

**Arviointikriteerit**  
**Tyydyttävä (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.

**Hyvä (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.

**Kiitettävä (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.

**KD00CL39 Relationship Marketing Management: 5 op****Osaamistavoitteet**

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.

**Sisältö**

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

**Esitietovaatimukset**

No prerequisites

**Arviointikriteerit****Tyydyttävä (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.

**Hyvä (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.

**Kiitettävä (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.

**KD00CL57 Digital Marketing Management: 5 op****Osaamistavoitteet**

The student is able to identify and analyze consumer behavior and the role of internet, wireless devices, and other digital platforms in digital communication and marketing. The student knows the elements of the digital marketing strategy and manage the planning and implementation processes



of the strategy.

**Sisältö**

Social media

Marketing strategy

Consumer behavior

Means of marketing communication

Digital tools and platforms

**Arviointikriteerit****Tyydyttävä (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

**Hyvä (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.

**Kiitettävä (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.

**IBM20-1006 Project Management: 15 op****KD00BL31 Project Planning: 5 op****Osaamistavoitteet**

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.

**Sisältö**

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

**Esitietovaatimukset**

none

**Arviointikriteerit****Tyydyttävä (1-2)**

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

**Hyvä (3-4)**

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

**Kiitettävä (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****Osaamistavoitteet**

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.

**Sisältö**

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

**Esitietovaatimukset**

None

**Arviointikriteerit****Tyydyttävä (1-2)**

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

**Hyvä (3-4)**

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

**Kiitettävä (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****Osaamistavoitteet**

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.

**Sisältö**

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

**Esitietovaatimukset**

Basics of Project Management or equivalent knowledge

**Arviointikriteerit****Tyydyttävä (1-2)**

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

**Hyvä (3-4)**

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

**Kiitettävä (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.

**IBM20-1007 Elective Studies: 10 op****KD00BL33 Leadership in Global Projects: 5 op****Osaamistavoitteet**

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 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.

**Sisältö**

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

**Esitietovaatimukset**

Strategic Project Management

**Arviointikriteerit****Tyydyttävä (1-2)**

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

**Hyvä (3-4)**

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

**Kiitettävä (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.

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

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

**Sisältö**

Forming a project organization, schedule, resource and cost planning, project control, follow up and

reporting, risk management and project management tools.

**Esitietovaatimukset**

Basics of Project Management or equivalent knowledge

**Arviointikriteerit****Tyydyttävä (1-2)**

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

**Hyvä (3-4)**

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

**Kiitettävä (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****Osaamistavoitteet**

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

**Sisältö**

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.

**Esitietovaatimukset**

None

**Arviointikriteerit****Tyydyttävä (1-2)**

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

**Hyvä (3-4)**

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

**Kiitettävä (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.

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

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.

**Sisältö**

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

**Arviointikriteerit****Tyydyttävä (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

**Hyvä (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.

**Kiitettävä (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****Osaamistavoitteet**

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.

**Sisältö**

Business development framework process  
Brand development  
Acquisitions and partnerships  
Human resources  
Management and leadership

**Arviointikriteerit****Tyydyttävä (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.

**Hyvä (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.

**Kiitettävä (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

## **5E00CG65 Circular Economy and New Business: 5 op**

### **Osaamistavoitteet**

Students recognize how to reduce the consumption of natural resources in business by supporting the economic growth and well-being of society. Students recognize different business models of circular economy. The student is able to analyze and evaluate the possibilities of implementing different business models and their suitability for the company. The student is able to analyze and evaluate the possibilities and significance of different alternative business models for the success of the company in the future. The student recognizes and utilizes various tools in designing circular economy business models. After completing the course, the student is able to develop a business model based on the circular economy for the company.

### **Sisältö**

Introduction to the circular economy

Resource efficiency and recycling

Lifetime extension

Product as a service

Platform economy

Renewability

### **Arviointikriteerit**

#### **Tyydyttävä (1-2)**

Student has shown 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.

#### **Hyvä (3-4)**

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.

#### **Kiitettävä (5)**

The student has carried out work to an excellent standard. 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.

## **KD00CL53 Innovation Through Co-Creation Methods: 5 op**

### **Osaamistavoitteet**

The student is familiar with the concept of co-creation and knows how to use it in the development of products, services and processes. Students master the methods of co-creation, different roles and facilitation. He/she understands the logic of co-creation and value creation, both in terms of a competitive advantage and an operational point of view.

### **Sisältö**

Principles and methods of co-creation  
Customer understanding  
Strategy and value creation  
Innovation process  
Industry-specific knowledge

**Esitietovaatimukset**

- ei esitietovaatimuksia

**Arviointikriteerit****Tyydyttävä (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..

**Hyvä (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.

**Kiitettävä (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.

**KD00CL54 Changing Business Environment: 5 op****Osaamistavoitteet**

The student identifies the change drivers of the operating environment related to eg. market, economy, technology, media and environmental issues. The student is able to analyze and take advantage of opportunities at business, organizational and individual level.

**Sisältö**

Change drivers in business  
Industry specific knowledge  
Alternative content areas:  
Finance, Marketing, Human Resources,  
Management and processes

**Arviointikriteerit****Tyydyttävä (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.

**Hyvä (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.

**Kiitettävä (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****Osaamistavoitteet**

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.

**Sisältö**

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

**Arviointikriteerit****Tyydyttävä (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.

**Hyvä (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.

**Kiitettävä (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.

**KD00CL56 Managing Workplace Diversity and Inclusion: 5 op****Osaamistavoitteet**

1. The student understands theories and practices of diversity management at individual, group, and organizational levels. .
2. The student understands and interprets culturally-conditioned managerial behaviors, attitudes and



values.

3. The student is able to identify opportunities and challenges of intercultural influences on human resource practices and management practices.

4. The student demonstrates intercultural cultural competence and sensitivity and is able to assess appropriate strategies and structures for overcoming discrimination and inequalities in employment and in organizations.

### **Sisältö**

Diversity and intercultural communication concepts and theories - their relevance in the workplace

Intercultural self-reflection, building a cultural profile

Challenges and opportunities of diversity

Communication, motivation, leadership and negotiation in the global environment

Building intercultural competency and sensitivity

### **Arviointikriteerit**

#### **Tyydyttävä (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

#### **Hyvä (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.

#### **Kiitettävä (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.

## **IBM20-1009 MASTER'S THESIS: 30 op**

### **KD00BL39 Master's thesis: 30 op**

#### **Osaamistavoitteet**

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.

#### **Sisältö**

Subject analysis

Research/development plan

Theoretical framework

Research and development methods

Data collection and analysis

Reporting

**Esitietovaatimukset**

No prerequisites

**Arviointikriteerit**

**Tyydyttävä (1-2)**

According to the evaluation criteria of master thesis.

**Hyvä (3-4)**

According to the evaluation criteria of master thesis.

**Kiitettävä (5)**

According to the evaluation criteria of master thesis.

**5D00CD84 Professional Development Plan: 0 op****Osaamistavoitteet**

Student is able to analyse his/her work experience and the learning process and outcomes in his/her master studies. Student is able to describe the impact of completed studies on his/her work and consider the role of the master studies as part of his/her career path in the future.

**Sisältö**

Report of professional development plan

**Arviointikriteerit**

**Hyväksytty/hylätty**

Pass/fail. Written analysis of student's work experience and learning outcomes.