In this course schedule 2007-2008, with each elective course it is indicated to which concentrations (BCC, MKT, MGT, GB) the course qualifies to.

The credits are marked as ECTS credits according to the new degree structure.

For students studying according to the old degree structure, the business courses (6 ECTS cr) are worth of 4 credits.
The structure of the HSE Mikkeli Bachelor’s degree program in International Business (180 ECTS credits)

**NOTICE.** There is one change in Required courses in Major to the earlier version of the BScBA degree structure.

- The required course in Major QUANTITATIVE APPLICATIONS IN INTERNATIONAL BUSINESS (6 ECTS) is replaced by a new required course RESEARCH METHODS IN INTERNATIONAL BUSINESS (6 ECTS).
- Every student must do one of these courses during the studies.

<table>
<thead>
<tr>
<th>Courses</th>
<th>Number of ECTS credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Required Core Courses</strong></td>
<td></td>
</tr>
<tr>
<td>Professional Development Portfolio</td>
<td>6</td>
</tr>
<tr>
<td>Business Mathematics</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Statistics</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Management</td>
<td>6</td>
</tr>
<tr>
<td>Principles of Accounting</td>
<td>6</td>
</tr>
<tr>
<td>Managerial Finance</td>
<td>6</td>
</tr>
<tr>
<td>Principles of Economics</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Marketing</td>
<td>6</td>
</tr>
<tr>
<td>Business Law and Ethics</td>
<td>6</td>
</tr>
<tr>
<td>Operations Management</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
<tr>
<td><strong>Required courses in Major</strong></td>
<td></td>
</tr>
<tr>
<td>Global Business Environment</td>
<td>6</td>
</tr>
<tr>
<td>Research Methods in International Business or Quantitative Applications in International Business</td>
<td>6</td>
</tr>
<tr>
<td>International Economics</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
</tr>
<tr>
<td><strong>Specialized studies in Major*1</strong></td>
<td></td>
</tr>
<tr>
<td>Intercultural Management</td>
<td>6</td>
</tr>
<tr>
<td>Students must choose one of the following concentrations (and complete 24 ECTS credits)</td>
<td></td>
</tr>
<tr>
<td>in International Business: Marketing (MKT), Management (MGT), Business</td>
<td>6</td>
</tr>
<tr>
<td>Culture and Communication (BCC) or Global Business (GB)</td>
<td>6</td>
</tr>
<tr>
<td>(the latter may consist of courses from all concentrations in International Business).</td>
<td>6</td>
</tr>
<tr>
<td>Bachelor’s thesis</td>
<td>10</td>
</tr>
<tr>
<td>Thesis seminar</td>
<td>2</td>
</tr>
<tr>
<td>Proficiency test</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
</tr>
<tr>
<td><strong>Minor subject studies</strong></td>
<td></td>
</tr>
<tr>
<td>Elective course*2</td>
<td></td>
</tr>
<tr>
<td>Students must complete 24 ECTS credits during the study abroad period.</td>
<td>6</td>
</tr>
<tr>
<td>A minimum of 18 of the study abroad ECTS credits must be in the field of business.</td>
<td>6</td>
</tr>
<tr>
<td>Six (6) of the study abroad ECTS credits may be in humanities, social sciences or related areas that focus on historical, cultural, political or sociological studies.</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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</tr>
<tr>
<td><strong>Language and Communication Courses*4</strong></td>
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<tr>
<td>Business Communication</td>
<td>6</td>
</tr>
<tr>
<td>Intercultural Communication</td>
<td>6</td>
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<tr>
<td>Advanced Professional Writing</td>
<td>6</td>
</tr>
<tr>
<td>Foreign language (other foreign language; Spanish, French, Russian or German)</td>
<td>6</td>
</tr>
<tr>
<td>Finnish Business Communication</td>
<td>3</td>
</tr>
<tr>
<td>Swedish Business Communication</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
</tr>
<tr>
<td><strong>Total ECTS credits</strong></td>
<td><strong>180</strong></td>
</tr>
</tbody>
</table>

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*1 Different elective courses of International Business in all concentrations will be arranged each academic year. Global Business concentration may include elective courses from all the other concentrations in International Business.

*2 These six (6) ECTS credits (from the elective course) can for example be received from extra courses in second foreign language (e.g. Basics in Business French 1 and 2).

*3 Those who are exempted from the study abroad requirement have to do 24 ECTS credits in BScBA program.

*4 Foreign language courses (Spanish, French or German), Finnish Business Communication and Swedish Business Communication are required of those who have finished their upper secondary education in Finnish (or Swedish, if a Finnish Citizen). For others, the missing 12 ECTS credits can be made up by taking additional elective courses.
<table>
<thead>
<tr>
<th>Week</th>
<th>Course</th>
<th>Coordinator/Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/9-21/9</td>
<td>GLOBAL BUSINESS ENVIRONMENT (A &amp; B)</td>
<td>David Atkinson</td>
</tr>
<tr>
<td>3/9-21/9</td>
<td>PROFESSIONAL DEVELOPMENT PORTFOLIO begins (A&amp;B)</td>
<td></td>
</tr>
<tr>
<td>24/11-12/10</td>
<td>INTRODUCTION TO MANAGEMENT (A &amp; B)</td>
<td>Robert Schmidt</td>
</tr>
<tr>
<td>15/10-2/11</td>
<td>BUSINESS LAW AND ETHICS (B)</td>
<td>Ross Kamara-Baharin</td>
</tr>
<tr>
<td>24/9-12/10</td>
<td>FINSIH BUSINESS COMMUNICATION (A+B, groups 1-2)</td>
<td></td>
</tr>
<tr>
<td>21/7-8/8</td>
<td>Spanish, French, German and Russian (A+B)</td>
<td>Kajsa Mygryd (Spanish), Nora Muhtonen (French), Hanjo Schweitzer, Sivika-Lisa Lainio (German)</td>
</tr>
<tr>
<td>30/6-18/7</td>
<td>Finnish Business Communication (A+B)</td>
<td>Ellen Drost</td>
</tr>
<tr>
<td>10/3-28/3</td>
<td>Basic language courses</td>
<td>Sophia Butt</td>
</tr>
<tr>
<td>28/1-15/2</td>
<td>Business Communication (A)</td>
<td>HSE language teachers</td>
</tr>
<tr>
<td>18/2-7/3</td>
<td>INTRODUCTION TO STATISTICS (A)</td>
<td>Eric West</td>
</tr>
<tr>
<td>19/5-6/6</td>
<td>INTRODUCTION TO STATISTICS (B)</td>
<td>Eric West</td>
</tr>
<tr>
<td>7/1-25/1</td>
<td>HSE language teachers</td>
<td>Sophie Butt</td>
</tr>
<tr>
<td>28/1-15/2</td>
<td>Advanced Professional Writing (A)</td>
<td>Sophie Butt</td>
</tr>
<tr>
<td>11/8-29/8</td>
<td>Business Communication level language courses in Spanish, French, German and Russian (A+B)</td>
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</tr>
<tr>
<td>1/8-29/8</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS (B)</td>
<td>Hulya Öztel</td>
</tr>
<tr>
<td>6/8-24/8</td>
<td>DOING BUSINESS IN THE BALTICS (BCC, MGT, GB)</td>
<td>Joan Loitgren</td>
</tr>
<tr>
<td>7/8-25/8</td>
<td>LANGUAGE AND COMMUNICATION COURSES</td>
<td>Diana Philips</td>
</tr>
<tr>
<td>13/8-31/8</td>
<td>Research Methods in International Business (B)</td>
<td></td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>International Marketing (MKT, GB)</td>
<td>Robert Bratskaw</td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>INTERNATIONAL ORGANIZATIONAL BEHAVIOR (MGT, GB)</td>
<td>J. Ronald Collins</td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>BUSINESS COMMUNICATION DOING BUSINESS IN THE BALTICS (MGT, GB)</td>
<td></td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>DESTINATION MARKETING (MKT, GB)</td>
<td>Bruce Lambert</td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>INTERNATIONAL BUSINESS LAW (MGT, GB)</td>
<td>Robert Bratskaw</td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>HSE language teachers</td>
<td></td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>DIGITAL APPLICATIONS IN INTERNATIONAL BUSINESS (BCC, MGT, GB)</td>
<td></td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>HSE language teachers</td>
<td></td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>HISTORY OF ECONOMIC THOUGHT (BCC, GB)</td>
<td>Rita Buckley</td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>INTERNATIONAL SALES MANAGEMENT (MKT, MGT, GB)</td>
<td>Pras Paj Asklip</td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>ENTREPRENEURSHIP IN THE GLOBAL ECONOMY (MGT, GB)</td>
<td>Yvonne Cecily</td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>INTERNATIONAL ECONOMICS (B)</td>
<td></td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>INTERNATIONAL BUSINESS LAW (MGT, GB)</td>
<td></td>
</tr>
<tr>
<td>1/9-23/9</td>
<td>INTERNATIONAL ORGANIZATIONAL BEHAVIOR (MGT, GB)</td>
<td>J. Ronald Collins</td>
</tr>
</tbody>
</table>

1 The types of the courses are marked with following font types:

- REQUIRED COURSES
- RECOMMENDED COURSES
- COURSES IN MAJOR Language and communication courses

2 Students must choose one of these concentrations and get 24 ECTS or

3 Replaces the course Quantitative Applications in International Business.
MODULE 1 03/09 - 21/09 2007

Required courses:
- ML126C001 GLOBAL BUSINESS ENVIRONMENT (BScBA 7A & 7B)
- ML120A001 PROFESSIONAL DEVELOPMENT PORTFOLIO (begins) (BScBA 7A & 7B)

Language courses:
- ML166B101 FRENCH BUSINESS COMMUNICATION 1A (BScBA 6A & 6B)
- ML166B102 FRENCH BUSINESS COMMUNICATION 1B (BScBA 6A & 6B)
- ML165B101 SPANISH BUSINESS COMMUNICATION 1A (BScBA 6A & 6B)
- ML165B102 SPANISH BUSINESS COMMUNICATION 1B (BScBA 6A & 6B)
- ML162A101 GERMAN BUSINESS COMMUNICATION 1A (BScBA 6A & 6B)
- ML162A102 GERMAN BUSINESS COMMUNICATION 1B (BScBA 6A & 6B)

Elective courses:
- ML126C696 DOING BUSINESS IN THE BALTICS
- ML126C684 MANAGEMENT CULTURE AND COMMUNICATION

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**ML126C001 GLOBAL BUSINESS ENVIRONMENT**

| Instructor: | David Atkinson |
| Degree: | Ph.D. (University of Maryland, USA) |
| Title and affiliation: | Dean, Helsinki School of Economics, Mikkeli Campus (Finland) |

**Course description**

An examination of fundamental environmental contexts of conducting global business. Attention is given to economic systems and stages of economic development, technology, role of the state in economic development, political and cultural conditions, human resources and natural resources, among other factors. Focus is given to regional assessments for market entry, market development, and global sourcing. Conceptual and analytical tools for assessing global business environments are profiled including development opportunity and risk analysis. Patterns of global business are examined in including business strategy, strategic alliances, and joint ventures, among others.

**Learning outcomes**

For this course, upon successful completion, include the ability to:
1) understand essential concepts and vocabulary of global business and the contexts in which it operates, 2) understand critical issues in the conduct of international business, 3) know and understand diverse patterns of global business activity and issues among developed vis-à-vis less developed regions of the world, 4) know and understand different forms of global business enterprises and practices, 5) know and understand role of opportunity and risk in global business, and 6) know and understand major trends in global business institutions, practices, and issues.

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**ML120A001 PROFESSIONAL DEVELOPMENT PORTFOLIO begins**

| Coordinator: | David Atkinson |
| Degree: | Ph.D. (University of Maryland, USA) |
| Title and affiliation: | Dean, Helsinki School of Economics, Mikkeli Campus (Finland) |

**Course description**

An exploration of fundamental skills and abilities for professional development. Particular attention is given to skills in information retrieval, computer applications, learning styles and abilities, and professional and scientific writing. The course focuses on developing individual portfolios for student use and application in further study and professional development.

**Learning outcomes**

For this course, upon successful completion, include the ability to:
1) understand and apply concepts of information retrieval to complex research issues, 2) understand and use a variety of computer applications (particularly the Word Suite of applications), 3) understand differences among learning styles and abilities and apply them in self-assessment, 4) understand differences in professional writing and apply methods of writing in scientific and analytical writing, and 5) engage in self-assessment and develop the capacity to learn how to learning in diverse cultural and professional settings.
**MLI66B101**  
**FRENCH BUSINESS COMMUNICATION 1A**  
**3 ECTS cr**

**Instructor:** Nora Muhonen  
**Degree:** Maîtrise FLE (Université Blaise Pascal, France)  
**Affiliation:** Helsinki School of Economics  
**Language of instruction:** Finnish  
**Course description**  
*Kurssilla syvennetään kirjallisia taitoja ja harjoitellaan asiatekstien kirjoittamista verkossa olevan tietokannan pohjasta. Yrityksen erikoissanaston syventäminen.*

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**MLI66B102**  
**FRENCH BUSINESS COMMUNICATION 1B**  
**3 ECTS cr**

**Instructor:** Nora Muhonen  
**Degree:** Maîtrise FLE (Université Blaise Pascal, France)  
**Affiliation:** Helsinki School of Economics  
**Language of instruction:** Finnish  
**Course description**  
*Kehittää puhevalmiutta ja harjoittaa ranskankielistä viestintää liike-elämän tilanteissa tapakulttuurin huomioiden. Videoharjoituksia (vieraiden vastaanotto, yritysesittely, debatti) henkilökohtainen ja ryhmädynamiikkakaa analysoiva palaute.*

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**MLI65B101**  
**SPANISH BUSINESS COMMUNICATION 1A**  
**3 ECTS cr**

**Instructor:** Katja Myyryläinen  
**Degree:** Diploma language teacher (University of Giessen, Germany)  
**Affiliation:** Helsinki School of Economics  
**Language of instruction:** Finnish  
**Course description**  
*Kurssilla käsitellään yrityksen perustoimintaan liittyvää aineistoa ja harjoitellaan siihen liittyviä viestintätilanteita (liiketoimintakulttuuri, myynti ja markkinointi, ympäristövastuu, työnhakuprosessi) sekä kerrataan ja täydennetään aikaisemmin opittuja kielen rakenteita.*

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**MLI65B102**  
**SPANISH BUSINESS COMMUNICATION 1B**  
**3 ECTS cr**

**Instructor:** Katja Myyryläinen  
**Degree:** Diploma language teacher (University of Giessen, Germany)  
**Affiliation:** Helsinki School of Economics  
**Language of instruction:** Finnish  
**Course description**  
*Suullisen yritysviestinnän kurssi, jonka aikana harjoitellaan käytännön viestintätitanteita (yritysvierailut, tapaamiset ja kokoukset, yritysesittelyt ja messut) ja perehdytään keskeisiin kulttuurieroihin.*

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**MLI62A101**  
**GERMAN BUSINESS COMMUNICATION 1A**  
**3 ECTS cr**

**Instructors and degrees:** Sirkka-Liisa Lainio  
**Affiliation:** Helsinki School of Economics  
**Language of instruction:** Finnish  
**Course description**  
*Kurssilla opitaan työelämässä tarvittavat perusvalmiudet toimia saksan kielellä liikemäärin eri vaiheissa, isännän/emännän roolissa, ravintolassa ja messuilla sekä hoitaa asioita puhelimitse ja laata viestejä, esim. tapaamisista sovittaessa. Samalla kerrataan saksan kieliopin pääkohdat.*
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>ECTS cr</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI62A102</td>
<td>GERMAN BUSINESS COMMUNICATION 1B</td>
<td>3</td>
</tr>
</tbody>
</table>

**Instructor:** Hans-Joachim Schulze  
**Degree:** M.Sc. (University of Mannheim, Germany)  
**Affiliation:** Helsinki School of Economics  
**Language of instruction:** Finnish  

**Course description**  
Sisältö jakaantuu itseopiskeluun ja siihen perustuvan käytännön harjoittelun kontaktitunteilla. Harjoitellaan suullista viestintää rutiniluonteisissa työ- ja arkiympäristöin tilanteissa, tutustutaan saksankielisten maiden tapakulttuuriin, harjoitellaan oikeaa ääntämistä, vahvistetaan työelämän perussanaston osaamista.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>ECTS cr</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C696</td>
<td>DOING BUSINESS IN THE BALTICS</td>
<td>6</td>
</tr>
</tbody>
</table>

**The course qualifies for the following concentrations:** BCC, MGT, GB  
**Instructor:** Joan Lofgren  
**Degree:** Ph.D. (Columbia University, USA)  
**Title and affiliation:** Researcher, Center for Markets in Transition, Helsinki School of Economics (Finland)  

**Course description**  
An introduction to doing business in the market economies of the Baltic States: Estonia, Latvia and Lithuania. A brief historical overview is provided with attention given to conditions leading to present-day Baltic economies. The main focus of the course is on economic developments since the three countries regained independence in 1991 to current economic/business trends and issues. Emphasis is given to topics such as privatization, foreign direct investment, foreign trade and the implications of EU membership. In addition, business practices, inter-cultural issues and corruption in the business environment are examined. Finally, the course deals briefly with problems of unemployment and industrial decline. These and other developments are placed in a broad socio-political and cultural context.  

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) generally understand the key historical factors that have shaped the present-day Baltic economies, in particular the legacy of the Soviet economic system; 2) know the main features of the current Baltic economies relative to other economies in the region; 3) understand the significance of EU membership for the future of the Baltic economies; and 4) be aware of the challenges and opportunities facing foreign business partners operating in these countries.
The course qualifies for the following concentrations: BCC, MGT, GB

Instructor: Diana Phillips
Degree: Ph.D. (University of London, UK)
Title and affiliation: Professor, University of Antwerp (Belgium)

Course description
An exploration of management culture and communication in international business. An intensive look at how management culture and communication are dependent upon, or influenced by, one another. The focus of the course is on different modes of communication, used in different settings or for different purposes. The course aims to develop tools and strategies for effective management communication.

Learning outcomes for this course, upon successful completion, include the ability to:
1) demonstrate active listening skills in specific professional contexts, 2) understand the value and importance of face-to-face in various settings, 3) know and understand the role and value of both formal and informal communication in the performance of managerial functions, 4) understand the methods and nuances of communicating to diverse stakeholders, 5) communicate sensitively and effectively in critical situations (e.g., annual report, capital-raising, conflict management, disciplinary meetings, crisis management), demonstrating awareness of individual, cultural and organizational needs, and 6) understand the critical interface between management culture and management communication.
MODULE 2  24/09 - 12/10 2007

Required courses:
MLI21A030  INTRODUCTION TO MANAGEMENT (BScBA 7A & 7B)
MLI28A010  MANAGERIAL FINANCE (BScBA 6A & 6B)
MLI26C664  INTERCULTURAL MANAGEMENT (BScBA 6A & 6B)

Elective courses:
MLI26C659  BUSINESS IN AFRICA
MLI26C609  MARKETING IN RUSSIA

MLI21A030  INTRODUCTION TO MANAGEMENT  6 ECTS cr
Instructor:  Robert Schmidt
Degree:     Ph.D., J.D. (University of Nevada, Las Vegas, USA)
Title and affiliation:  Professor, Claremont Graduate University (USA)

Course description
A basic introduction to the concepts and practices of management in business organizations. Course topics include a history of the field of management, trends in management theories and functions, management research and its application to management practices, and ethical and global aspects of contemporary business practice.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand fundamental concepts and theories in contemporary management, 2) know and understand decision-making models and management styles, 3) understand the role of communication and communications systems in management, 4) know and understand the impact of technology on management systems, 5) understand the importance of human behavior and creativity in management functions, and 6) understand the challenges of conducting business in the global community.

MLI28A010  MANAGERIAL FINANCE  6 ECTS cr
Instructor:  David Volkman  NEW PROFESSOR
Degree:     Ph.D. (University of Nebraska-Lincoln, USA)
Title and affiliation:  Chair, Department of Finance, Banking and Law, Cloud Professor of Investment Science, University of Nebraska at Omaha (USA)

Course description
An examination of the theory and practice of financial management. Emphasis is given to major functions of financial management as they pertain to valuation, risk and risk-return trade-off, financial analysis and planning, and capital budgeting.

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand basic concepts and vocabulary of managerial finance, 2) identify and assess the financial health of a company, 3) predict the financial position of a company in short-term frameworks, 4) understand and incorporate time-value of money in decision making, 5) understand and evaluate expected benefits and risks of investment decisions, 6) understand and estimate a company’s cost of funds, 7) evaluate capital expenditure proposals, and 8) understand valuation models of corporate securities.
MLI26C664  INTERCULTURAL MANAGEMENT  6 ECTS cr

**Instructor:** Ellen Drost  NEW PROFESSOR  
**Degree:** Ph.D. (Florida International University, USA)  
**Title and affiliation:** Assistant Professor, California State University, Los Angeles (USA)  

**Course description**
The course examines the complex challenges that culture poses in international business today. Among the topics covered are: culture’s influence on conducting global business, cultural values and management communication styles, managing multicultural teams, building trust across cultures, international negotiations, and conflict resolution. The course aims to develop the intercultural management skills essential for working with global companies.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) understand why employees at all levels need to manage cultural differences, 2) communicate more effectively with a multicultural workforce, 3) understand how to deal with culture shock and re-entry, 4) apply cross-cultural negotiation strategies, 5) understand strategies for conflict resolution across cultures, 6) identify ways to build trust across cultures, 7) access information about other cultures, and 8) understand strategies to manage intercultural teams.

MLI26C659  BUSINESS IN AFRICA  6 ECTS cr

**The course qualifies for the following concentrations:** BCC, MGT, GB  

**Instructor:** Fongot A. V. Kinni  
**Degree:** State Doctorates in Political Sciences and Anthropology (University of Paris, France)  
**Title and affiliation:** Senior Lecturer in Universities of Buea and Douala (Republic of Cameroon)  

**Course description**
An introduction to the business environment and culture in Africa. Emphasis is on distinguishing between competition from local and foreign markets, the economic organizations and regional markets of Africa, the local and international legal environments of African business, and the cultural and behavioral conditions of African business. The course also examines, through country analysis, the types of businesses and industries, consumer markets, and the nature of international trade and products in trade. An assessment of foreign agents, intercultural management strategies, and cross-cultural conflict resolution also will be examined.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) understand the role of cultural conditions that enhance or impair business in Africa, 2) identify and understand the role of regional economic organizations in Africa, 3) understand the nature of distinct regional markets of Africa, 4) understand and assess the opportunity and complexity of entering African markets, 5) know and understand the nature of legal, monetary and exchange systems in Africa, and 6) understand the nature and complexity of diverse and cross-cultural conditions for conducting business in Africa.
The course qualifies for the following concentrations: BCC, MKT, GB

Instructor: Valery Funtov
Degree: Ph.D. (St. Petersburg State University, Russia)
Title and affiliation: Assistant Professor, International Management Institute of St. Petersburg (Russia)

Course description
An examination of marketing and marketing management in Russia. The course focuses on fundamental functions of marketing emphasizing product, price, promotion and place. Marketing in Russia offers unique challenges and opportunities for inquiry, reflecting the application of traditional marketing practices to formidable and developing new markets.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand marketing concepts applied to unique and evolving markets, 2) know and apply marketing methods of analyses to Russian markets, 3) know and understand Russian consumer behavior and needs, 4) understand the condition of national characteristics in Russian market development, 5) understand market entry factors for international firms in Russia, and 6) understand conceptual and practical differences between western marketing and Russian marketing.
MODULE 3  15/10 - 2/11 2007

Required courses:
MLI23A020  INTRODUCTION TO MARKETING  (BScBA 7A & 7B)
MLI32A002  BUSINESS LAW AND ETHICS  (BScBA 7A & 7B)
MLI26C664  INTERCULTURAL MANAGEMENT  (BScBA 6A & 6B)
MLI28A010  MANAGERIAL FINANCE  (BScBA 6A & 6B)

Elective courses:
MLI26C683  DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS
MLI26C651  INTERNATIONAL HUMAN RESOURCE MANAGEMENT

MLI23A020  INTRODUCTION TO MARKETING  6 ECTS cr
Instructor:  Dale Fodness,
Degree:  Ph.D. (The Florida State University, USA)
Title and affiliation:  Associate Professor of Marketing and Associate Dean, University of Dallas (USA)

Course description
An exploration to fundamental concepts, practices and issues of marketing. A wide range of marketing practices and structures will be explored including product and service firms, consumer and business markets, profit and not-for-profit organizations, domestic and global companies, and small and large businesses. The critical role of marketing information is also assessed. Issues of ethical concerns related to marketing also are examined.

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand fundamentals of marketing decision-making processes, 2) know and understand theories, concepts, and practices of marketing, 3) know and understand the forms and objectives of diverse marketing strategies, 4) understand the relationship between marketing and customer value and satisfaction, 5) develop and assess comprehensive marketing plans, and 6) identify and understand major marketing functions within organizations, and 6) know and understand ethical dilemmas in marketing.

MLI32A002  BUSINESS LAW AND ETHICS  6 ECTS cr
Instructor:  Ross Kamarul-Baharin
Degree:  - LL.M. Law (University of Helsinki, Finland)
- Doctoral candidate (University of Helsinki/University of Science Malaysia Fellow)
Title and affiliation:  Associate Lawyer, Mäkitalo-Rämö-Virolainen attorneys-at-law, Helsinki (Finland)

Course description
An overview of the essential concepts and doctrines of business law. The course is a basic course in law that focuses on applications in contract law, commercial law (primarily sale of goods), competition law, obligations and debt relationships, bonds, securities, marketing law, taxation, damages and liability and family law. Ethics is examined both as an important element of law and applications of distinctions between law and ethics. The underlying approach is to examine Finnish domestic law and its relationship to the European Community. Implications for general international trade are also examined.

Learning outcomes for this course, upon successful completion, include the ability to:
1) analyze the origins, concepts and legal basis of the domestic law, 2) understand the origins, concepts and legal bases of European Community law, 3) understand the principles and applications of contract law, 4) understand the principles and applications of commercial law, 5) understand the principles and application of competition policy in the EC and Finland, 6) identify the forums and procedures for commercial disputes, settlement of damages and liability, 7) understand the general legal conditions for decision-making in business, and 8) understand the ethical dimensions and conflicts related to law.
### MLI26C664  INTERCULTURAL MANAGEMENT  6 ECTS cr

**Instructor:** Vlad Vaiman  
**Degree:** DBA (University of St. Gallen, Switzerland)  
**Title and affiliation:** Professor of International Management, FH Joanneum University of Applied Sciences, Graz (Austria)

#### Course description

The course examines the complex challenges that culture poses in international business today. Among the topics covered are: culture's influence on conducting global business, cultural values and management communication styles, managing multicultural teams, building trust across cultures, international negotiations, and conflict resolution. The course aims to develop the intercultural management skills essential for working with global companies.

#### Learning outcomes

For this course, upon successful completion, include the ability to:  
1) understand why employees at all levels need to manage cultural differences, 2) communicate more effectively with a multicultural workforce, 3) understand how to deal with culture shock and re-entry, 4) apply cross-cultural negotiation strategies, 5) understand strategies for conflict resolution across cultures, 6) identify ways to build trust across cultures, 7) access information about other cultures, and 8) understand strategies to manage intercultural teams.

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### MLI28A010  MANAGERIAL FINANCE  6 ECTS cr

**Instructor:** Sheila Killian  
**Degree:** Ph.D. (University College Dublin, Ireland)  
**Title and affiliation:** Lecturer in the Department of Accounting and Finance, University of Limerick (Ireland)

#### Course description

An examination of the theory and practice of financial management. Emphasis is given to major functions of financial management as they pertain to valuation, risk and risk-return trade-off, financial analysis and planning, and capital budgeting.

#### Learning outcomes

For this course, upon successful completion, include the ability to:  
1) know and understand basic concepts and vocabulary of managerial finance, 2) identify and assess the financial health of a company, 3) predict the financial position of a company in short-term frameworks, 4) understand and incorporate time-value of money in decision making, 5) understand and evaluate expected benefits and risks of investment decisions, 6) understand and estimate a company’s cost of funds, 7) evaluate capital expenditure proposals, and 8) understand valuation models of corporate securities.
MLI26C683  DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS  6 ECTS cr

The course qualifies for the following concentrations:  BCC, MKT, GB

Instructor: Edward Pope
Degree: M.F.A. (University of Texas - San Antonio, USA)
Title and affiliation: Professor Emeritus, University of Wisconsin-Madison (USA)

Course description
An exploration of design concepts and theories in international business. Focus of the course is on the use and meaning of design concepts in different cultural settings, with an emphasis on business communication. Topics include the assessment of design concepts and theories, role of the media in shaping design communications, interface between culture and design, profiles of award-winning designs and imagery, and applications in a variety of business settings.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand design concepts and theories,
2) understand the role of design imagery and communications in diverse cultural settings,
3) understand the role and importance of design in culturally diverse business communications,
4) assess design concepts, theories, and their respective applications in communication,
5) understand and use technology in the development of design communications.

MLI26C651  INTERNATIONAL HUMAN RESOURCE MANAGEMENT  6 ECTS cr

The course qualifies for the following concentrations:  MGT, GB

Instructor: Dennis Briscoe
Degree: Ph.D. (Michigan State University, USA)
Title and affiliation: Professor of International Human Resource Management, University of San Diego (USA)

Course description
Human Resource Management deals with the activities by which organizations (private, public, non-profit, government, etc.) acquire, maintain, and use their workforce. This function includes the following topics that are addressed via a strong global perspective: HR objectives, job descriptions, resumes, job specifications, recruiting, succession planning, selection concepts, interviewing techniques, psychological testing and assessment, training, career development, performance appraisals, compensation, benefits, and international dimensions.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand of HR concepts and functions in an international environment,
2) learn management skills required to acquire, maintain, and grow an international workforce,
3) learn how to design jobs and assess talent for both domestic and global enterprises,
4) create processes to evaluate employee performance and grow superior workforce talent,
5) manage approaches designed to motivate staff to perform exceptionally using technology and management skills in multicultural environments. Project assignments are used extensively that immerse students personally in the various HR functions as they write resumes, create job descriptions, conduct mock interviews, take psychological tests, etc., that are all desired to facilitate retention of the concepts taught from an international perspective.
**MODULE 4  5/11 - 23/11 2007**

**Required courses:**
- MLI32A002  BUSINESS LAW AND ETHICS  (BScBA 7A & 7B)
- MLI23A020  INTRODUCTION TO MARKETING  (BScBA 7A & 7B)
- MLI26C693  RESEARCH METHODS IN INTERNATIONAL BUSINESS  (BScBA 6A & 6B)
- MLI26C634  INTERNATIONAL ECONOMICS  (BScBA 6A & 6B)

**Elective courses:**
- MLI26C607  BUSINESS IN ASIA
- MLI26C653  INTERNATIONAL BUSINESS STRATEGY

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**MLI32A002  BUSINESS LAW AND ETHICS  6 ECTS cr**

**Instructor:** Ross Kamarul-Baharin  
**Degree:**  
- LL.M. Law (University of Helsinki, Finland)  
- Doctoral candidate (University of Helsinki/University of Science Malaysia Fellow)  
**Title and affiliation:**  
Associate Lawyer, Mäkitalo-Rämö-Virolainen attorneys-at-law, Helsinki (Finland)  
(see full CV with module 3)

**Course description**  
An overview of the essential concepts and doctrines of business law. The course is a basic course in law that focuses on applications in contract law, commercial law (primarily sale of goods), competition law, obligations and debt relationships, bonds, securities, marketing law, taxation, damages and liability and family law. Ethics is examined both as an important element of law and applications of distinctions between law and ethics. The underlying approach is to examine Finnish domestic law and its relationship to the European Community. Implications for general international trade are also examined.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) analyze the origins, concepts and legal basis of the domestic law, 2) understand the origins, concepts and legal bases of European Community law, 3) understand the principles and applications of contract law, 4) understand the principles and applications of commercial law, 5) understand the principles and application of competition policy in the EC and Finland, 6) identify the forums and procedures for commercial disputes, settlement of damages and liability, 7) understand the general legal conditions for decision-making in business, and 8) understand the ethical dimensions and conflicts related to law.

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**MLI23A020  INTRODUCTION TO MARKETING  6 ECTS cr**

**Instructor:** Robert Bradshaw  
**Degree:**  
Ph.D. (Leicester University, UK)  
**Title and affiliation:**  
Programme Director and Principal Lecturer in Marketing, De Montfort University (UK)

**Course description**  
An exploration to fundamental concepts, practices and issues of marketing. A wide range of marketing practices and structures will be explored including product and service firms, consumer and business markets, profit and not-for-profit organizations, domestic and global companies, and small and large businesses. The critical role of marketing information is also assessed. Issues of ethical concerns related to marketing also are examined.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) know and understand fundamentals of marketing decision-making processes, 2) know and understand theories, concepts, and practices of marketing, 3) know and understand the forms and objectives of diverse marketing strategies, 4) understand the relationship between marketing and customer value and satisfaction, 5) develop and assess comprehensive marketing plans, 6) identify and understand major marketing functions within organizations, and 7) know and understand ethical dilemmas in marketing.
MLI26C693 RESEARCH METHODS IN INTERNATIONAL BUSINESS 6 ECTS cr

Instructor: Hulya Öztel
Degree: Ph.D. (Warwick University, UK)
Title and affiliation: Principal Lecturer, Faculty of Business and Law, De Montfort University (UK)

Course description
This course examines the nature of selected qualitative and quantitative research methods related to the field of international business. Topics focus on different types of research, conceptualization of research, interface between qualitative and quantitative research methods, data collection methods, and data analysis methods. Also emphasized are computer applications to perform rigorous data analysis.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the fundamental epistemological differences between positivist and interpretive research traditions in business, 2) understand and evaluate different research schools that exist within the business research traditions, 3) understand and use data collections methods, 4) understand and use data analysis methods, and 5) understand and use computer assisted data analysis.

MLI26C634 INTERNATIONAL ECONOMICS 6 ECTS cr

Instructor: Jaejoon Woo
Degree: Ph.D. (Harvard University, USA)
Title and affiliation: Associate Professor of Economics, DePaul University (USA)

Course description
An exploration of economic theory and practice applied to international trade and finance. The course focuses on understanding the determinants and processes of international trade and finance.

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand basic concepts in international economics, 2) know and understand fundamental economic theory applied to international business, 3) determine economic information needs for international management, 4) identify information resources for international economic data, trends, and activity, and 5) analyze current activity in the international economy.

MLI26C607 BUSINESS IN ASIA 6 ECTS cr

The course qualifies for the following concentrations: BCC, MGT, GB

Instructor: Khong Kim Hoong
Degree: Ph.D. (University of Pittsburgh, USA)
Title and affiliation: Senior Vice President, HELP University College (Malaysia)

Course description
This course is an introduction to the culture and business practices found in modern Asia that includes comparisons with practices found in Europe and the United States. It also covers differences in institutional structures and communication styles.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the basic cultural and institutional principles underlying business practices found in Asia, 2) use the knowledge of these differences to implement successful contacts with Asian businesses and consumers, and 3) undertake communications with businesses and consumers in Asia, to include advertising and negotiation.
ML126C653 INTERNATIONAL BUSINESS STRATEGY 6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

Instructor: John Kraft
Degree: Ph.D. (University of Pittsburgh, USA)
Title and affiliation: Dean, Warrington College of Business Administration, University of Florida (USA)

Course description
An exploration of the concepts and processes of the development and maintenance of long-range planning and vision for conducting international business. The course examines strategic direction and the management of the strategic process, detection of and adaptation to environmental change, procurement and allocation of resources, integration of activities across subparts of the organization and the determination of purpose and the setting of corporate direction.

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand essential concepts of international business strategy and strategic planning,
2) understand concepts and procedures of industry and competitive analysis, 
3) evaluate company resources and competitive capabilities, 
4) understand strategic management processes, 
5) understand how to control and evaluate strategic plans, and 
6) understand the role of culture, leadership, and international agencies in strategic planning and implementation.
### Required courses:
- **MLI34A030** BUSINESS MATHEMATICS (BScBA 7A & 7B)
- **MLI26C634** INTERNATIONAL ECONOMICS (BScBA 6A & 6B)
- **MLI26C693** RESEARCH METHODS IN INTERNATIONAL BUSINESS (BScBA 6A & 6B)

### Elective courses:
- **MLI26C010** INTERNATIONAL MARKETING
- **MLI26C652** INTERNATIONAL ORGANIZATIONAL BEHAVIOR

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**MLI34A030** BUSINESS MATHEMATICS 6 ECTS cr

| Instructor: | Lise Urbaczewski |
| Degree: | M.Sc. in Information Systems (Eastern Michigan University, USA) |
| Title and affiliation: | Lecturer, University of Michigan - Dearborn (USA) |

**Course description**
A fundamental course in business mathematics emphasizing concepts, application, and interpretation. The course focuses on understanding and applying concepts to business and economic contexts.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) understand powers, roots, and logarithms; linear quadratic, and exponential equations, 2) understand basic concepts of functions, 3) understand basic matrix algebra and vectors and be able to perform arithmetic operations on vectors and matrices, 4) understand systems of linear equations, linear programming, and their applications in solving systems of multiple variables, 5) understand the concepts underlying derivatives, partial derivatives, and integral calculus, 6) know how to optimize multivariable functions, understanding both unconstrained optimization and constrained optimization, and applying these tools to basic economic questions, 7) understand and utilize graphical methods for functions, systems of equations, and optimization of functions, 8) apply these tools to basic economic questions such as interest rates, amortization, and continuous interest compounding, profit maximization, present value of a cash flow, and 9) use computer-based tools for calculation.

**MLI26C634** INTERNATIONAL ECONOMICS 6 ECTS cr

| Instructor: | Jaejoon Woo |
| Degree: | Ph.D. (Harvard University, USA) |
| Title and affiliation: | Associate Professor of Economics, DePaul University (USA) |

**Course description**
An exploration of economic theory and practice applied to international trade and finance. The course focuses on understanding the determinants and processes of international trade and finance.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) know and understand basic concepts in international economics, 2) know and understand fundamental economic theory applied to international business, 3) determine economic information needs for international management, 4) identify information resources for international economic data, trends, and activity, and 5) analyze current activity in the international economy.
**MLI26C693 RESEARCH METHODS IN INTERNATIONAL BUSINESS 6 ECTS cr**

**Instructor:** Hulya Öztel  
**Degree:** Ph.D. (Warwick University, UK)  
**Title and affiliation:** Principal Lecturer, Faculty of Business and Law, De Montfort University (UK)  
(see full CV with module 4)

**Course description**  
This course examines the nature of selected qualitative and quantitative research methods related to the field of international business. Topics focus on different types of research, conceptualization of research, interface between qualitative and quantitative research methods, data collection methods, and data analysis methods. Also emphasized are computer applications to perform rigorous data analysis.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) understand the fundamental epistemological differences between positivist and interpretive research traditions in business, 2) understand and evaluate different research schools that exist within the business research traditions, 3) understand and use data collections methods, 4) understand and use data analysis methods, and 5) understand and use computer assisted data analysis.

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**MLI26C010 INTERNATIONAL MARKETING 6 ECTS cr**

**The course qualifies for the following concentrations:** MKT, GB  
**Instructor:** Robert Bradshaw  
**Degree:** Ph.D. (Leicester University, UK)  
**Title and affiliation:** Programme Director and Principal Lecturer in Marketing, De Montfort University (UK)  
(see full CV with module 4)

**Course description**  
An exploration of concepts, practices, and research in international marketing. Topics in the course focus on the methods and practices of international marketing, planning for international marketing, developing cross-cultural approaches to marketing, the challenges of political and legal conditions, and cultural and ethical considerations in marketing.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) know and understand fundamental concepts of international marketing, 2) know and understand diverse methods and practices of international marketing, 3) assess import and export marketing strategies, 4) perform competitive analyses of international markets, 5) develop and assess comprehensive international marketing plans, 6) understand ethical and cultural dimensions of international marketing, and 7) understand legal and political environment and challenges of international marketing.
MLI26C652 INTERNATIONAL ORGANIZATIONAL BEHAVIOR 6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

Instructor: J. Ronald Collins
Degree: Ph.D. (University of Massachusetts, USA)
Title and affiliation: Professor and Director of International Programs, University of Prince Edward Island (Canada)

Course description
International organizational behavior attempts to understand, predict, and influence the behavior in individuals and in organizations operating in the global environment. This course covers key models and theories of individual behavior and learning in organizations, motivation, workplace emotions, values and ethics, communications, team dynamics, decision-making, conflict and negotiation, leadership, and organizational change, development and culture.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand and use the basic theories and models applied to collective behavior in formal and informal global organizations, 2) predict the behavior in global organizations, and 3) influence the behavior of individuals in global organizations to achieve mutual benefit.
### MODULE 6  7/1 - 25/1 2008

**Language courses:**
- MLI61A160  BUSINESS COMMUNICATION  (BScBA 7A & 7B)
- MLI61C620  ADVANCED PROFESSIONAL WRITING  (BScBA 7A & 7B)

**Elective courses:**
- MLI26C697  HISTORY OF ECONOMIC THOUGHT
- MLI26C660  INTERNATIONAL SALES MANAGEMENT
- MLI26C600  ENTREPRENEURSHIP IN THE GLOBAL ECONOMY

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<td>MLI61A160</td>
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<tr>
<td>MLI61C620</td>
<td>ADVANCED PROFESSIONAL WRITING</td>
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**Instructors:**
- From HSE department of languages and communication

**Course description**
Business Communication gives a clear insight into what constitutes effective oral and written business communication. It introduces underlying communication theories and gives participants the opportunity to practise and enhance their own business communication skills in English. **Learning outcomes** for this course, upon successful completion, include the ability to:
1) take a strategic approach to business communication, 2) write effective informational and promotional messages, 3) facilitate and take an active part in business meetings, and 4) make professional business presentations. The course is intended to be highly interactive and task-oriented.

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<td>MLI61C620</td>
<td>ADVANCED PROFESSIONAL WRITING</td>
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**Instructor:** Sophia Butt
**Degree:** M.A. Special Applications of Linguistics (The University of Birmingham, UK)
**Title and affiliation:** Deputy Director, Business Management English, The University of Birmingham (UK)

**Course description**
An advanced course in writing emphasizing different professional contexts. Course focuses on developing writing skills in all aspects of formal writing including report writing, argumentation, organizational communications, and intercultural communications. An assessment of the relationship between audience and writer is established as a foundation for effective applications in writing. **Learning outcomes** for this course, upon successful completion, include the ability to:
1) understand and apply fundamental purposes and methodologies in professional writing, 2) understand differences among writing styles and purposes, 3) to understand and incorporate the role of diverse audiences in written applications, 4) use and interface professionally appropriate language with effective and correct writing skills, and 5) develop aids and assistance for continuing development of effective writing.
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<td>HISTORY OF ECONOMIC THOUGHT</td>
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<td>Instructor:</td>
<td>Rita Buckley</td>
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<tr>
<td>Degree:</td>
<td>Ph.D. (University of Limerick, Ireland)</td>
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<td>Title and affiliation:</td>
<td>Lecturer, Kemmy Business School, University of Limerick (Ireland)</td>
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<td>Course description</td>
<td>An examination of the development of economics throughout the ages by demonstrating how past economic thought has contributed to the scope and context of modern economics. Attention is given to the evolution of different schools of thought including the mercantilists, the physiocrats, the classical, the new-classical and the Keynesians. Particular attention is given to important figures in the history of economic thinking especially Adam Smith, Karl Marx and John Maynard Keynes.</td>
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<td>Learning outcomes for this course, upon successful completion, include the ability to:</td>
<td>1) know and understand how the different schools of economics developed over time, 2) understand and compare the work of Smith, Marx and Keynes and set it in its historical, social and political context, 3) extract valuable lessons and assess the importance and subsequent impact of key economic ideas from the early Greeks to modern times, and 4) understand how past analytical contributions, both those that successfully entered mainstream economics and those that did not, have shaped contemporary economic theory.</td>
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<td>MLI26C660</td>
<td>INTERNATIONAL SALES MANAGEMENT</td>
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<td>The course qualifies for the following concentrations:</td>
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<td>Instructor:</td>
<td>Phani Tej Adidam</td>
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<tr>
<td>Degree:</td>
<td>Ph.D. (Texas Tech University, USA)</td>
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<tr>
<td>Title and affiliation:</td>
<td>Executive Education Professor, University of Nebraska at Omaha (USA)</td>
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<td>Course description</td>
<td>An exploration of concepts, practices, and research in sales management in an international setting. This course also describes the various types of sales jobs, and the distinctive competencies required of a salesperson to be successful. Topics in the course focus on the methods and practices of developing, training, maintaining, and evaluating international sales forces. This course also deals with the challenges of cross-cultural, legal, ethical, and technological issues in managing a sales force.</td>
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<td>Learning outcomes for this course, upon successful completion, include the ability to:</td>
<td>1) understand diverse methods and practices of creating an international sales force, 2) understand cultural, legal, and ethical issues in managing an international sales force, 3) understand how to incorporate technology in managing an international sales force, 4) understand the role of the sales department within an organization and 5) be capable of developing a sales strategy as an element of the overall marketing plan.</td>
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The course qualifies for the following concentrations: MGT, GB

Instructor: Yvonne Costin
Degree: Ph.D. Candidate (University of Limerick, Ireland)
Title and affiliation: Lecturer, University of Limerick (Ireland)

Course description
Provide understanding of entrepreneurship in the context of innovation and open markets. Provide the theoretical and practical knowledge for the preparation of business plans. The course includes both a theoretical part regarding how to write a business plan, and a business plan competition, where teams prepare and present their business plans in practise.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand how entrepreneurial activity is a part of capital market activity, 2) understand what dimension are basis for successful entrepreneurial activity and for growth of a venture 3) assess the success potential of venture and 4) prepare a business plan including profit & loss account, balance sheet and cash flow statement.
MODULE 7 28/1 - 15/2 2008

Language courses:
MLI61C620 ADVANCED PROFESSIONAL WRITING (BScBA 7A & 7B)
MLI61A160 BUSINESS COMMUNICATION (BScBA 7A & 7B)

Elective courses:
MLI26C698 DESTINATION MARKETING
MLI26C699 INTERNATIONAL BUSINESS LAW
MLI26C686 DIGITAL APPLICATIONS IN INTERNATIONAL BUSINESS

MLI61C620 ADVANCED PROFESSIONAL WRITING 6 ECTS cr

During the course the students will also do one part of the Professional Development Portfolio: Part 3: Academic writing (1 ECTS cr)

Instructor: Sophia Butt
Degree: M.A. Special Applications of Linguistics (The University of Birmingham, UK)
Title and affiliation: Deputy Director, Business Management English, The University of Birmingham (UK)
(see full CV with module 6)

Course description
An advanced course in writing emphasizing different professional contexts. Course focuses on developing writing skills in all aspects of formal writing including report writing, argumentation, organizational communications, and intercultural communications. An assessment of the relationship between audience and writer is established as a foundation for effective applications in writing.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand and apply fundamental purposes and methodologies in professional writing, 2) understand differences among writing styles and purposes, 3) to understand and incorporate the role of diverse audiences in written applications, 4) use and interface professionally appropriate language with effective and correct writing skills, and 5) develop aids and assistance for continuing development of effective writing.

MLI61A160 BUSINESS COMMUNICATION 6 ECTS cr

Instructors: From HSE department of languages and communication

Course description
Business Communication gives a clear insight into what constitutes effective oral and written business communication. It introduces underlying communication theories and gives participants the opportunity to practise and enhance their own business communication skills in English.

Learning outcomes for this course, upon successful completion, include the ability to:
1) take a strategic approach to business communication, 2) write effective informational and promotional messages, 3) facilitate and take an active part in business meetings, and 4) make professional business presentations. The course is intended to be highly interactive and task-oriented.
MLI26C698  DESTINATION MARKETING  6 ECTS cr

The course qualifies for the following concentrations:  MKT, GB

Instructor:  Bruce Lambert  NEW PROFESSOR
Degree:  Ph.D. (University of Oxford, UK)
Title and affiliation:  Professor, Sookmyung University (South Korea)

Course description
This course explores the concepts of international competition in generating investment, attracting mobile experts, developing creative talent, and cultivating tourism. The course combines studies in marketing, regional development, public & private sector economic policy issues, and strategy. Attention also is given to local and regional development strategies in Finland, other Nordic countries, and elsewhere. Students will have opportunity to choose their own geographic areas of interest, to analyze existing marketing plans, and to suggest improved strategies.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand and disaggregate the economic impact of place or destination marketing, 2) analyze the ‘footprint’ of major regional institutions such as universities, 3) recognize the interrelationships of public and private sector employment, the local tax base, public services, and the desirability of a particular locality, 4) wield marketing (and other) tools to make a given place more attractive, and 5) better appreciate a range of more-or-less dynamic geographic sub-regions.

MLI26C699  INTERNATIONAL BUSINESS LAW  6 ECTS cr

The course qualifies for the following concentrations:  MGT, GB

Instructor:  Robert Schmidt
Degree:  Ph.D., J.D. (University of Nevada, Las Vegas, USA)
Title and affiliation:  Professor, Claremont Graduate University (USA)
(see full CV with module 2)

Course description
An overview of national, regional and international laws affecting most business enterprises involved in global business. The course examines the regulations which promote or restrain trade and investment by firms engaged in international business. The role of the World Trade Organization, regional trade agreements and national legal regulations affecting trade in goods and services are reviewed. Laws and business practices affecting international sales, licensing agreements and investment activities are examined.

Learning outcomes for this course, upon successful completion, include the ability to:
1) explain relevant aspects of the international legal framework and how it operates within the global environment, 2) explain distinctions among different legal systems throughout the world and how they interface with norms and practices in international law, 3) demonstrate an awareness of topical legal issues in the global marketplace, 4) conduct research in areas of international business law, obtain and analyze information and evaluate their impact, 5) know and understand the legal basis for documentation and practices customarily used in international sales, licensing, and investment activities and, 6) demonstrate the ability to relate to the social, economic and political context of law making and legal principles in an international context.
MLI26C686 DIGITAL APPLICATIONS IN INTERNATIONAL BUSINESS  6 ECTS cr

The course qualifies for the following concentrations:  BCC, MKT, GB

Instructor:  Dale Fodness
Degree:  Ph.D. (The Florida State University, USA)
Title and affiliation:  Associate Professor of Marketing and Associate Dean, University of Dallas (USA)
(see full CV with module 3)

Course description
This course focuses on the development of digital communications in contemporary international business. A unique course in format and substance, it is offered in conjunction with the Digitization and Conservation Unit of Helsinki University Library - the National Library of Finland. In recognition of the growing collection of Finnish historical documents, business histories, newspapers, letters from abroad, posters, maps and other documentation, the purpose of the course is to conduct market assessments and develop products for national and international users.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the growing importance of digital communications and products, 2) conduct market research for public goods and services, 3) observe and understand the nature of Finnish migration patterns around the world, 4) understand selected historical periods in the development of globalization, and 5) facilitate the development of products for public services in different settings and different parts of the world.
## MODULE 8 18/2 - 7/3 2008

<table>
<thead>
<tr>
<th>Required courses:</th>
<th>Elective courses:</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI36A020 INTRODUCTION TO STATISTICS (BScBA 7A &amp; 7B)</td>
<td>MLI26C700 NATURAL RESOURCE MANAGEMENT IN RUSSIA</td>
</tr>
<tr>
<td>MLI21C617 OPERATIONS MANAGEMENT (BScBA 7A &amp; 7B)</td>
<td>MLI26C687 INTERNATIONAL MARKET DEVELOPMENT</td>
</tr>
<tr>
<td>MLI26C678 KNOWLEDGE MANAGEMENT IN MULTINATIONAL ENTERPRISES</td>
<td></td>
</tr>
</tbody>
</table>

### MLI36A020 INTRODUCTION TO STATISTICS 6 ECTS cr

**Instructor:** Eric West  
**Degree:** Ph.D. (Iowa State University of Science and Technology, USA)  
**Title and affiliation:** Associate Vice-President, Royal Roads University, Victoria (Canada) (retired)

**Course description**

An introduction to statistics, with emphasis on understanding concepts in uncertainty and sample error. The course focuses on the application of concepts in business decision making and economic analysis.

**Learning outcomes** for this course, upon successful completion, include the ability to:

1. know and select a tool or measure appropriate to the task, including graphing, table construction, and decision trees,
2. understand effects of populations and sample sizes on statistical results,
3. use statistical estimation and classical statistical tests in conjunction with measures of central tendency and dispersion, and both simple and multiple regression,
4. understand and apply multiple regression analysis, non-linear regression, curve fitting and Time Series models,
5. apply Bayes formula in probability theory to conditional probability distributions of random variables,
6. understand the role of variation and sample size in conjunction with the Central Limit Theorem and the concept of a sampling distribution,
7. understand variance and standard deviation,
8. understand the use of inferential statistics as a method of decision-making when faced with uncertainty associated with sample error and select the appropriate tool to solve problems associated with statistical uncertainty,
9. apply hypothesis testing with confidence intervals to economic applications, and
10. use a data manipulation software package to present solutions.

### MLI21C617 OPERATIONS MANAGEMENT 6 ECTS cr

**Instructor:** Susan Grinsted  
**Degree:** Ph.D. (University of Warwick, UK)  
**Title and affiliation:** Director, Burman Associates (UK)

**Course description**

An examination of the essential concepts, methods and practices of operations management. Key topics covered include operations strategy, quality control, process design, capacity management, location and layout, planning materials, scheduling, just-in-time operations and performance measurement.

**Learning outcomes** for this course, upon successful completion, include the ability to:

1. understand the essential concepts and processes of operations management,
2. determine operations management tasks from the business strategy and establish performance objectives,
3. plan and schedule capacity, equipment, materials and labour for a given level of activity and level of service,
4. measure and analyse operational quality, and
5. review and assess methods and strategies for improvement in operations.
### MLI26C700  
**NATURAL RESOURCE MANAGEMENT IN RUSSIA**  
6 ECTS cr  

<table>
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<tr>
<th>The course qualifies for the following concentrations:</th>
<th>BCC, MGT, GB</th>
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<tbody>
<tr>
<td>Instructor:</td>
<td>Olga Mashkina NEW PROFESSOR</td>
</tr>
<tr>
<td>Degree:</td>
<td>Ph.D. (Novosibirsk State University, Russia)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Research Fellow, Helsinki School of Economics (Finland)</td>
</tr>
</tbody>
</table>

**Course description**  
An introduction to the basics of natural resource management in the Russian economy. Differences in natural resource management in Soviet Russia and in transition period to current Russian economy will be observed. Attention is also given to the concepts of resource curse and Dutch disease. Special focus is given to the role of selected natural resource industries – oil sector, forestry, mining – in the Russian economy and the role of the state in these industries along with implications for international business.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) understand the basic concept of natural resource management,  
2) understand Russian natural resource economy, from the Soviet planned economy to the present,  
3) knowledge of the basic natural resource sectors development,  
4) internationalization of Russian oil, forest and mining companies and role of state and foreign companies in these sectors,  
5) understanding of the resource curse concept and its relation to the Russian economy and 6) economic policies for effective natural resource management.

### MLI26C687  
**INTERNATIONAL MARKET DEVELOPMENT**  
6 ECTS cr  

<table>
<thead>
<tr>
<th>The course qualifies for the following concentrations:</th>
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<tbody>
<tr>
<td>Instructor:</td>
<td>Edward R. Bruning</td>
</tr>
<tr>
<td>Degree:</td>
<td>Ph.D. (University of Alabama, USA)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Professor, Asper School of Business, University of Manitoba (Winnipeg, Canada)</td>
</tr>
</tbody>
</table>

**Course description**  
An intensive examination of the theoretical and practical issues involved in extending the business firm into foreign markets. Students are introduced to research methods and strategic marketing concepts that hone their market development skills. Student teams will develop a product or service for specific foreign markets, undertake a country analysis, perform a market audit of a firm’s current capabilities and foreign market needs, conduct a competitor analysis, and develop a marketing plan for the product or service.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) understand a number of useful research methods for conducting a country analysis, competitor analysis, and market audit,  
2) understand a number of marketing strategy alternatives that could be employed in entering a foreign market,  
3) be capable of locating and assessing information sources for conducting the market development tasks,  
4) learn to analyze primary and secondary data in order to estimate market demand, market share, and price sensitivity, and  
5) develop a marketing plan that includes resource needs, timelines for implementation, and control measures after the marketing plan is launched.
MLI26C678 KNOWLEDGE MANAGEMENT IN MULTINATIONAL ENTERPRISES 6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

Instructor: Parissa Haghirian
Degree: Ph.D. (Vienna University of Economics and Business Administration, Austria)
Title and affiliation: Assistant Professor of International Management, Sophia University, Tokyo (Japan)

Course description
An examination of fundamental concepts and strategies for creating and managing intellectual and knowledge assets in multinational organizations. The course focuses on the dynamics of knowledge creation, transfer and knowledge implementation within organizations and the influence of culture on organizational learning within information intensive global organizations.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the main concepts and strategies for creating and managing intellectual and knowledge assets in multinational corporations, 2) understand the dynamics of knowledge creation, transfer, knowledge implementation and organizational learning, 3) understand the relevance of culture when managing knowledge in information intensive global organizations, 4) understand the challenges for multinational enterprises to resolve when transferring internal knowledge, and 5) know how to use benchmarking and other tools to measure the strategic impact of knowledge and intellectual assets in multinational organizations.
MODULE 9  10/3 - 28/3 2008

Required courses:
MLI21C617  OPERATIONS MANAGEMENT (BScBA 7A & 7B)
MLI36A020  INTRODUCTION TO STATISTICS (BScBA 7A & 7B)

Elective courses:
MLI26C696  DOING BUSINESS IN THE BALTICS
MLI26C685  CORPORATE SOCIAL RESPONSIBILITY
MLI26C681  INTERNATIONAL BUSINESS TO BUSINESS MARKETING

MLI21C617  OPERATIONS MANAGEMENT  6 ECTS cr

Instructor:  Susan Grinsted
Degree:  Ph D. (University of Warwick, UK)
Title and affiliation:  Director, Burman Associates (UK)
(see full CV with module 8)

Course description
An examination of the essential concepts, methods and practices of operations management. Key topics covered include operations strategy, quality control, process design, capacity management, location and layout, planning materials, scheduling, just-in-time operations and performance measurement. Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the essential concepts and processes of operations management, 2) determine operations management tasks from the business strategy and establish performance objectives, 3) plan and schedule capacity, equipment, materials and labour for a given level of activity and level of service, 4) measure and analyse operational quality, and 5) review and assess methods and strategies for improvement in operations.

MLI36A020  INTRODUCTION TO STATISTICS  6 ECTS cr

Instructor:  Eric West
Degree:  Ph.D. (Iowa State University of Science and Technology, USA)
Title and affiliation:  Associate Vice-President, Royal Roads University (Canada) (retired)
(see full CV with module 8)

Course description
An introduction to statistics, with emphasis on understanding concepts in uncertainty and sample error. The course focuses on the application of concepts in business decision making and economic analysis. Learning outcomes for this course, upon successful completion, include the ability to:
1) know and select a tool or measure appropriate to the task, including graphing, table construction, and decision trees, 2) understand effects of populations and sample sizes on statistical results, 3) use statistical estimation and classical statistical tests in conjunction with measures of central tendency and dispersion, and both simple and multiple regression, 4) understand and apply multiple regression analysis, non-linear regression, curve fitting and Time Series models, 5) apply Bayes formula in probability theory to conditional probability distributions of random variables, 6) understand the role of variation and sample size in conjunction with the Central Limit Theorem and the concept of a sampling distribution, 7) understand variance and standard deviation, 8) understand the use of inferential statistics as a method of decision-making when faced with uncertainty associated with sample error and select the appropriate tool to solve problems associated with statistical uncertainty, 9) apply hypothesis testing with confidence intervals to economic applications, and 10) use a data manipulation software package to present solutions.
MLI26C696  DOING BUSINESS IN THE BALTICS 6 ECTS cr

The course qualifies for the following concentrations:  BCC, MGT, GB

Instructor:  Joan Lofgren
Degree:  Ph.D. (Columbia University, USA)
Title and affiliation:  Researcher, Center for Markets in Transition, Helsinki School of Economics, (Finland)
(see full CV with module 1)

Course description
An introduction to doing business in the market economies of the Baltic States: Estonia, Latvia and Lithuania. A brief historical overview is provided with attention given to conditions leading to present-day Baltic economies. The main focus of the course is on economic developments since the three countries regained independence in 1991 to current economic/business trends and issues. Emphasis is given to topics such as privatization, foreign direct investment, foreign trade and the implications of EU membership. In addition, business practices, inter-cultural issues and corruption in the business environment are examined. Finally, the course deals briefly with problems of unemployment and industrial decline. These and other developments are placed in a broad socio-political and cultural context.

Learning outcomes for this course, upon successful completion, include the ability to:
1) generally understand the key historical factors that have shaped the present-day Baltic economies, in particular the legacy of the Soviet economic system; 2) know the main features of the current Baltic economies relative to other economies in the region; 3) understand the significance of EU membership for the future of the Baltic economies; and 4) be aware of the challenges and opportunities facing foreign business partners operating in these countries.

MLI26C685  CORPORATE SOCIAL RESPONSIBILITY 6 ECTS cr

The course qualifies for the following concentrations:  MGT, GB

Instructor:  David Atkinson
Degree:  Ph.D. (University of Maryland, USA)
Title and affiliation:  Dean, Helsinki School of Economics, Mikkeli Campus (Finland)
(see full CV with module 1)

Course description
An examination of the concept and role of corporate social responsibility (CSR) in international business. The course focuses on the history and evolution of the concept of CSR, the growth of corporate influence in society generally (including community and civic affairs, political and legal involvement, and economic influence), growing involvement of non-governmental organizations (NGOs) in corporate conduct, the evolution of corporate codes of conduct, and the effectiveness of enforcement mechanisms.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the development and nature of the concept of corporate social responsibility, 2) know and understand the diverse nature of groups and organizations involved in corporate social responsibility, 3) assess the role and value of corporate codes of conduct, 4) understand the interface of corporate and governmental entities in pursuing corporate social responsibility, and 5) assess the effectiveness of diverse mechanisms of social accountability of corporate performance.
MLI26C681  INTERNATIONAL BUSINESS TO BUSINESS MARKETING  6 ECTS cr

The course qualifies for the following concentrations:  MKT, GB

Instructor:  David Gillingham
Degree:  Ph.D. (University of Bradford, UK)
Title and affiliation:  Pro-Vice Chancellor, Coventry University, Coventry (UK)

Course description
An examination of the formulation and implementation of marketing strategies for non-consumer products and services. The course covers industrial markets, but the concepts and ideas covered can be applied to professional buying and selling in other areas as well.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand distinctions between business marketing and consumer marketing, 2) comprehend the theoretical and practical knowledge of understanding business buyers, purchasing practices, and buyer-seller relationships in organizational and cultural contexts, 3) apply consumer marketing management systems to business marketing, and 4) identify and assess criteria for effectiveness in business marketing strategy through knowledge of products, pricing, distribution, and promotion.
### MODULE 10  7/4 - 25/4 2008

**Required courses:**
- MLI22A002  PRINCIPLES OF ACCOUNTING  (BScBA 7A & 7B)
- MLI31A002  PRINCIPLES OF ECONOMICS  (BScBA 7A & 7B)
- MLI26C012  BACHELOR’S THESIS (modules 10-11)  (BScBA 6A & 6B)

**Elective courses:**
- MLI26C652  INTERNATIONAL ORGANIZATIONAL BEHAVIOR

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#### MLI22A002  PRINCIPLES OF ACCOUNTING  6 ECTS cr

**Instructor:**  Ronald Patten  
**Degree:**  Ph.D. (University of Alabama, USA)  
**Title and affiliation:**  Dean Emeritus and Professor Emeritus, DePaul University (USA)

**Course description**
An introduction to essential theories, concepts, vocabulary and practices of accounting. Attention is given to the role and methods of accounting in business organizations. Distinctions are made between financial accounting and managerial accounting with relevant applications. Primary focus will be on the preparation and use of major financial reports including income statements, balance sheets, and cash flow statements.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) understand basic theories, concepts and practices of accounting, 2) understand the role of accounting in the management of business institutions, 3) understand the essential distinction between financial and managerial accounting, 4) understand the role of accounting information systems, 5) understand the concepts and role of revenue, expense, asset, liability and equity accounts in financial accounting, 6) understand and develop income statements, 7) understand and develop cash flow statements.

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#### MLI31A002  PRINCIPLES OF ECONOMICS  6 ECTS cr

**Instructor:**  John Wilson  
**Degree:**  Ph.D. (University of Wales, Bangor, UK)  
**Title and affiliation:**  Professor of Banking and Finance, University of St Andrews (UK)

**Course description**
A survey of fundamental economic concepts, theories, and applications. Essential distinctions are made between macroeconomics and microeconomics with more emphasis on the former. Macroeconomics addresses concepts and applications of scarcity, markets, supply and demand and special issues regarding economic growth. Microeconomics focuses on objectives of the firm, price and elasticities, business forecasting and cost functions.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) know and understand basic concepts, theories and role of economics in business, 2) know and understand the essential distinction between macroeconomics and microeconomics, 3) know and understand fundamental components of the economic organization of society, 4) understand the role of government in the economy, 5) understand the role of economics in management and decision-making for business, and 6) understand economic fluctuations in both domestic and international settings.
<table>
<thead>
<tr>
<th>Module ID</th>
<th>Course Name</th>
<th>Credits</th>
<th>Description</th>
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<tbody>
<tr>
<td>MLI26C012</td>
<td>BACHELOR’S THESIS (modules 10-11)</td>
<td>10 ECTS</td>
<td>Principles of writing academic English; making a research plan. Going through the stages of a research process; research gap; research problem, objectives and limitations; critical literature review; theoretical frame of reference; referencing; independent research work.</td>
</tr>
<tr>
<td>MLI26C652</td>
<td>INTERNATIONAL ORGANIZATIONAL BEHAVIOR</td>
<td>6 ECTS</td>
<td>International organizational behavior attempts to understand, predict, and influence the behavior in individuals and in organizations operating in the global environment. This course covers key models and theories of individual behavior and learning in organizations, motivation, workplace emotions, values and ethics, communications, team dynamics, decision-making, conflict and negotiation, leadership, and organizational change, development and culture. Learning outcomes for this course, upon successful completion, include the ability to: 1) understand and use the basic theories and models applied to collective behavior in formal and informal global organizations, 2) predict the behavior in global organizations, and 3) influence the behavior of individuals in global organizations to achieve mutual benefit.</td>
</tr>
</tbody>
</table>
MODULE 11  28/4 -16/5 2008

**Required courses:**
- MLI26C012 BACHELOR’S THESIS (modules 10-11) (BScBA 6A & 6B)

**Language courses:**
- MLI72A100 SWEDISH BUSINESS COMMUNICATION (BScBA 7A & 7B)
- MLI71A100 FINNISH BUSINESS COMMUNICATION (BScBA 7A & 7B)

**Elective courses:**
- MLI26C653 INTERNATIONAL BUSINESS STRATEGY
- MLI72A100 SWEDISH BUSINESS COMMUNICATION 3 ECTS cr (2 groups)

**Instructors:**
- Tuija Nikko, Marja-Leena Sarvikivi

**Affiliation:**
- HSE department of languages and communication

<table>
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<tr>
<th>Code</th>
<th>Course Description</th>
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<tr>
<td>MLI72A100</td>
<td><strong>SWEDISH BUSINESS COMMUNICATION</strong> 3 ECTS cr (2 groups)</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Tuija Nikko, Marja-Leena Sarvikivi</td>
</tr>
<tr>
<td>Affiliation:</td>
<td>HSE department of languages and communication</td>
</tr>
<tr>
<td>Language of instruction:</td>
<td>Finnish</td>
</tr>
</tbody>
</table>

**Course description**

Kurssilla opitaan selvittämään talouselämän eri tehtävistä ruotsiksi niin kirjallisesti kuin suullisesti, tuottamaan kirjallisia ja suullisia tekstejä talouselämän keskeisiltä aloilta, ymmärtämään alan ruotsalaista ammattilehtää ja muiden medioiden tarjontaa ruotsiksi sekä toimimaan vuorovaikutteisesti. Kurssilla luetaan itsenäisesti talouskielen tekstejä ja tehdään tekstien pohjautuvia suullisia ja kirjallisia harjoituksia sekä syvennetään talouden erikoiskielen osaamista suullisesti ja kirjallisesti. Kurssilla kommunikoidaan vuorovaikutteisesti sekä talouselämän että sosiaalisen elämän tilanteissa.


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<table>
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<th>Code</th>
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<tr>
<td>MLI71A100</td>
<td><strong>FINNISH BUSINESS COMMUNICATION</strong> 3 ECTS cr (groups 1 and 2)</td>
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<tr>
<td>Instructor:</td>
<td>Sonja Kniivilä</td>
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<tr>
<td>Affiliation:</td>
<td>HSE department of languages and communication</td>
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<td>Language of instruction:</td>
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</table>

**Course description**


**Puheviestinnän** harjoituksissa keskitytään analysoimaan puhe-esitysten eri muotoja, määritellään esitysten keskeisiä kriteerejä sekä perehdytään sanalliseen ja sanottomaan vaikuttamiskeinoihin. Yksilöesitysten ja ryhmäesitysten suuruusavulla avulla harjoitellaan erilaisia vuorovaikutustilanteita. Harjoituksissa käytetään videota. **Kirjallisen yritysviestinnän** osiossa analysoidaan tilanteenmuukaista kirjallista yritysviestintää ja harjoitellaan liiketekstien kirjoittamista; liiketeksteistä tarkasteltavina ovat erityisesti tiedotteet ja suostuttelevat markkinointikirjeet. Tietteellisen kirjoittamisen osiossa annetaan perustieto tieteellisestä raportoinnista osana tutkimuksentekoa sekä harjoitellaan tieteellisen tekstin kirjoittamista ja suullista opponointia.
### ML126C012  BACHELOR’S THESIS (modules 10-11)  Bachelor’s Thesis, 10 ECTS cr  
**Thesis Seminar, 2 ECTS cr**

**Coordinator:** David Atkinson  
**Degree:** Ph.D. (University of Maryland, USA)  
**Title and affiliation:** Dean, Helsinki School of Economics, Mikkeli Campus (Finland)  
(see full CV with module 1)

**Course description**
Principles of writing academic English; making a research plan. Going through the stages of a research process; research gap; research problem, objectives and limitations; critical literature review; theoretical frame of reference; referencing; independent research work.

### ML126C653  INTERNATIONAL BUSINESS STRATEGY  6 ECTS cr

**The course qualifies for the following concentrations:** MGT, GB

**Instructor:** J. Ronald Collins  
**Degree:** Ph.D. (University of Massachusetts, USA)  
**Title and affiliation:** Professor and Director of International Programs, University of Prince Edward Island (Canada)  
(see full CV with module 5)

**Course description**
An exploration of the concepts and processes of the development and maintenance of long-range planning and vision for conducting international business. The course examines strategic direction and the management of the strategic process, detection of and adaptation to environmental change, procurement and allocation of resources, integration of activities across subparts of the organization and the determination of purpose and the setting of corporate direction.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) know and understand essential concepts of international business strategy and strategic planning, 2) understand concepts and procedures of industry and competitive analysis, 3) evaluate company resources and competitive capabilities, 4) understand strategic management processes, 5) understand how to control and evaluate strategic plans, and 6) understand the role of culture, leadership, and international agencies in strategic planning and implementation.
**MODULE 12** 19/5 - 6/6 2008

**Required courses:**
- MLI31A002 PRINCIPLES OF ECONOMICS (BScBA 7A & 7B)
- MLI22A002 PRINCIPLES OF ACCOUNTING (BScBA 7A & 7B)

**Language courses:**
- MLI71A100 FINNISH BUSINESS COMMUNICATION (BScBA 7A & 7B)

**Elective courses:**
- MLI26C600 ENTREPRENEURSHIP IN THE GLOBAL ECONOMY
- MLI26C680 MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS

<table>
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<td>MLI31A002</td>
<td>PRINCIPLES OF ECONOMICS</td>
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<tr>
<td>Instructor</td>
<td>Rita Buckley</td>
<td>NEW PROFESSOR</td>
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<td>Degree</td>
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<tr>
<td>Title and affiliation</td>
<td>Lecturer, Kemmy Business School, University of Limerick (Ireland)</td>
<td></td>
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</tbody>
</table>

**Course description**
A survey of fundamental economic concepts, theories, and applications. Essential distinctions are made between macroeconomics and microeconomics with more emphasis on the former. Macroeconomics addresses concepts and applications of scarcity, markets, supply and demand and special issues regarding economic growth. Microeconomics focuses on objectives of the firm, price and elasticities, business forecasting and cost functions.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) know and understand basic concepts, theories and role of economics in business, 2) know and understand the essential distinction between macroeconomics and microeconomics, 3) know and understand fundamental components of the economic organization of society, 4) understand the role of government in the economy, 5) understand the role of economics in management and decision-making for business, and 6) understand economic fluctuations in both domestic and international settings.

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<tr>
<td>Instructor</td>
<td>Sonja Kniivilä</td>
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<tr>
<td>Affiliation</td>
<td>HSE department of languages and communication</td>
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<tr>
<td>Language of instruction</td>
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</table>

**Course description**

**Puheviestinnän** harjoituksissa keskitytään analysoimaan puhe-esitysten eri muotoja, määrittäen esitysten keskeisiä kriteerejä sekä perehdytään sanallisiin ja sanattomiin vaikuttamiskeinoihin. Yksilöesitysten ja ryhmäkeskustelujen avulla harjoitellaan erilaisia vuorovaikutustilanteita. Harjoituksissa käytetään videota. **Kirjallisen yritysviestinnän** osiossa analysoidaan tilanteenmukaista kirjallista yritysviestintää ja harjoitellaan liiketekstien kirjoittamista; liiketeksteistä tarkasteltavia ovat erityisesti tiedotteet ja suostuttelevat markkinointikirjeet. **Tieteellisen kirjoittamisen** osiossa annetaan perustiedot tieteellisestä raportoinnista osana tutkimuksentekoa sekä harjoitellaan tieteellisen tekstin kirjoittamista ja suullista opponointia.
<table>
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<th>Course Code</th>
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<tr>
<td>MLI22A002</td>
<td>PRINCIPLES OF ACCOUNTING</td>
<td>6</td>
<td>Susan Wolcott</td>
<td>Ph.D. (Northwestern University, USA)</td>
<td>Owner, WolcottLynch Associates (USA)</td>
</tr>
<tr>
<td></td>
<td><strong>Course description</strong></td>
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<td></td>
<td>An introduction to essential theories, concepts, vocabulary and practices of accounting. Attention is given to the role and methods of accounting in business organizations. Distinctions are made between financial accounting and managerial accounting with relevant applications. Primary focus will be on the preparation and use of major financial reports including income statements, balance sheets, and cash flow statements.</td>
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<tr>
<td></td>
<td><strong>Learning outcomes</strong></td>
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<td></td>
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<td>for this course, upon successful completion, include the ability to: 1) understand basic theories, concepts and practices of accounting, 2) understand the role of accounting in the management of business institutions, 3) understand the essential distinction between financial and managerial accounting, 4) understand the role of accounting information systems, 5) understand the concepts and role of revenue, expense, asset, liability and equity accounts in financial accounting, 6) understand and develop income statements, 7) understand and prepare balance sheets, and 8) understand and develop cash flow statements.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MLI26C600</th>
<th>ENTREPRENEURSHIP IN THE GLOBAL ECONOMY</th>
<th>6</th>
<th>Frank Hoy</th>
<th>Ph.D. (Texas A &amp; M University, USA)</th>
<th>Professor, University of Texas at El Paso (USA)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Course description</strong></td>
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<td></td>
<td>Provide understanding of entrepreneurship in the context of innovation and open markets. Provide the theoretical and practical knowledge for the preparation of business plans. The course includes both a theoretical part regarding how to write a business plan, and a business plan competition, where teams prepare and present their business plans in practise.</td>
</tr>
<tr>
<td></td>
<td><strong>Learning outcomes</strong></td>
<td></td>
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<td></td>
<td>for this course, upon successful completion, include the ability to: 1) understand how entrepreneurial activity is a part of capital market activity, 2) understand what dimension are basis for successful entrepreneurial activity and for growth of a venture 3) assess the success potential of venture and 4) prepare a business plan including profit &amp; loss account, balance sheet and cash flow statement.</td>
</tr>
</tbody>
</table>
MLI26C680 MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS 6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

Instructor: Suprateek Sarker
Degree: Ph.D. (University of Cincinnati, USA)
Title and affiliation: Associate Professor of Information Systems, Washington State University (USA)

Course description
An examination of information technology (IT) concepts, trends, and management. The course provides an overview of essential technical aspects of IT – hardware, software, telecommunications, and databases – as background to advanced applications. The overall focus of the course is to demonstrate and cultivate an understanding of how information technology is used and managed in international business.

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand the concepts and language of management information systems and implications for international business, 2) understand, evaluate, and assess the financial viability of IT projects, 3) understand and use basic project management tools, 4) comprehend the role played by telecommunication in the IT management process, 5) evaluate IT asset acquisition and disposal strategies, 6) know and understand how IT systems are acquired, developed, and managed to achieve specific organizational objectives, 7) understand information security concerns in an organization and their respective resolution, and 8) understand the implications of emerging IT for organizations and society.
### MODULE 13  9/6 - 27/6 2008

**Language courses:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
</tr>
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<tbody>
<tr>
<td>MLI66A001</td>
<td>BASICS IN BUSINESS FRENCH 1</td>
<td>3 ECTS cr</td>
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<tr>
<td>MLI65A001</td>
<td>BASICS IN BUSINESS SPANISH 1</td>
<td>3 ECTS cr</td>
</tr>
<tr>
<td>MLI62A001</td>
<td>BASICS IN BUSINESS GERMAN 1</td>
<td>3 ECTS cr</td>
</tr>
<tr>
<td>MLI67A001</td>
<td>BASICS IN BUSINESS RUSSIAN 1</td>
<td>3 ECTS cr</td>
</tr>
</tbody>
</table>

**Instructor:**
Josiane Peltier  
Ph.D. (The University of Iowa, USA)  
Visiting Assistant Professor in French, Fort Lewis College, Durango (CO, USA)

**Language of instruction:** English

**Course description**
Pronunciation system, basic structures of the language, and review of basic vocabulary in everyday life. The goal is to manage in some simple business communication situations, and to be able to write short texts.

Beginning level 0, Target level A1 (Common European Framework)

**Selective courses:**

- ML126C010  INTERNSHIP MARKETING
- ML126C701 BUSINESS AND COMMUNITY DEVELOPMENT

---

**MLI66A001**  BASICS IN BUSINESS FRENCH 1  3 ECTS cr

**Instructor:**  Ana María Monterde Rey  NEW PROFESSOR

**Degree:**  Ph.D. (University of Las Palmas de G. C., Spain)

**Affiliation:**  Professor, Faculty of Translation and Interpreting, University of Las Palmas de G. C. (Spain)

**Language of instruction:** English

**Course description**
Basic structures of the language and review of basic vocabulary in everyday life. The goal is to manage in some of the simple everyday and business situations (shops, restaurants, hotels) and to get to know the customs of the country.

Beginning level 0, Target level A1 (Common European Framework)

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**MLI65A001**  BASICS IN BUSINESS SPANISH 1  3 ECTS cr

**Instructor:**  Daniel Nolan  NEW PROFESSOR

**Degree:**  Ph.D. (Northwestern University, USA)

**Affiliation:**  Visiting Assistant Professor in German Department, University of Minnesota, Duluth (MN, USA)

**Language of instruction:** English

**Course description**
Pronunciation system, basic structures of the language, and review of basic vocabulary in everyday life. The goal is to manage in some of the simple business communication situations, and to be able to write short texts.

Beginning level 0, Target level A1 (Common European Framework)
### MLI67A001  BASICS IN BUSINESS RUSSIAN 1  3 ECTS cr

**Instructor:** Tatyana Novikov  
**NEW PROFESSOR**  
**Degree:** Ph.D. (Florida State University, USA)  
**Affiliation:** Professor of Russian, University of Nebraska at Omaha (USA)  
**Language of instruction:** English  
**Course description:** Pronunciation and letter system, basic structures of the language, and review of basic vocabulary. The goal is to manage in everyday life and in some simple business communication situations.  
Beginning level 0, Target level A1 (Common European Framework)

### MLI26C010  INTERNATIONAL MARKETING  6 ECTS cr

**The course qualifies for the following concentrations:** MKT, GB  
**Instructor:** Ilkka Ronkainen  
**Degree:** Ph.D. (University of South Carolina, USA)  
**Title and affiliation:** Professor of Marketing and International Business, Georgetown University (USA)  
**Course description:** An exploration of concepts, practices, and research in international marketing. Topics in the course focus on the methods and practices of international marketing, planning for international marketing, developing cross-cultural approaches to marketing, the challenges of political and legal conditions, and cultural and ethical considerations in marketing.  
**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) know and understand fundamental concepts of international marketing, 2) know and understand diverse methods and practices of international marketing, 3) assess import and export marketing strategies, 4) perform competitive analyses of international markets, 5) develop and assess comprehensive international marketing plans, 6) understand ethical and cultural dimensions of international marketing, and 7) understand legal and political environment and challenges of international marketing.

### MLI26C701  BUSINESS AND COMMUNITY DEVELOPMENT  6 ECTS cr

**The course qualifies for the following concentrations:** BCC, MKT, MGT, GB  
**Instructor:** Jill Purdy  
**Degree:** Ph.D. (Pennsylvania State University, USA)  
**Title and affiliation:** Milgard School of Business, University of Washington, Tacoma (USA)  
**Course description:** A research-based examination of the relationship between the social practices of small and medium enterprises (SMEs) and their communities. Using an applied research project as the course foundation, students will examine the literature surrounding corporate social practices, that literature’s emphasis on large multinational firms, and its limitations with regard to understanding SMEs. The impact of economic, regulatory, and cultural systems on SME social practices is considered in different global contexts. Students will engage in data collection and analysis to discern whether a relationship exists between the social practices of SMEs within a regional community, SMEs performance and growth, and community impact and development.  
**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) understand and use business research processes including literature review, research design, data collection, and data analysis, 2) identify the range of activities that businesses use to engage with their communities, 3) assess how communities frame and communicate opportunities and expectations for business social practice, 4) understand how businesses of different sizes, ages and types define and interpret their relationships with the community, and 5) evaluate the impacts of social practices on SMEs and on the communities where they reside.
### MODULE 14

**Language courses:**
- **MLI66A002** BASICS IN BUSINESS FRENCH 2 (BScBA 7A & 7B)
- **MLI65A002** BASICS IN BUSINESS SPANISH 2 (BScBA 7A & 7B)
- **MLI62A002** BASICS IN BUSINESS GERMAN 2 (BScBA 7A & 7B)
- **MLI67A002** BASICS IN BUSINESS RUSSIAN 2 (BScBA 7A & 7B)

**Elective courses:**
- **MLI26C651** INTERNATIONAL HUMAN RESOURCE MANAGEMENT
- **MLI26C604** DOING BUSINESS IN THE EU

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<td>MLI66A002</td>
<td>BASICS IN BUSINESS FRENCH 2</td>
<td>3 ECTS cr</td>
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<tr>
<td>Instructor:</td>
<td>Josiane Peltier</td>
<td></td>
</tr>
<tr>
<td>Degree:</td>
<td>Ph.D. (The University of Iowa, USA)</td>
<td></td>
</tr>
<tr>
<td>Affiliation:</td>
<td>Visiting Assistant Professor in French, Fort Lewis College, Durango (CO, USA)</td>
<td></td>
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<tr>
<td>Language of instruction:</td>
<td>English</td>
<td></td>
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<tr>
<td>Course description</td>
<td>To increase the knowledge in basic structures of the language and basic vocabulary in everyday life, and to get the basic business vocabulary. The goal is to manage in some of the common everyday and business situations (travel and meeting arrangements and company visits) and to get to know the customs of the country. Beginning level A1, Target level A2 (Common European Framework)</td>
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<tr>
<th>Course Code</th>
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<tr>
<td>MLI65A002</td>
<td>BASICS IN BUSINESS SPANISH 2</td>
<td>3 ECTS cr</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Ana María Monterde Rey</td>
<td>NEW PROFESSOR</td>
</tr>
<tr>
<td>Degree:</td>
<td>Ph.D. (University of Las Palmas de G. C., Spain)</td>
<td></td>
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<tr>
<td>Affiliation:</td>
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<td>Language of instruction:</td>
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<tr>
<td>Course description</td>
<td>To increase the knowledge in basic structures of the language and basic vocabulary in everyday life, and to get the basic business vocabulary. The goal is to manage in some of the common everyday and business situations (travel arrangements, meeting arrangements and company visits) and to get to know the customs of the country. Beginning level A1, Target level A2 (Common European Framework)</td>
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<td>BASICS IN BUSINESS GERMAN 2</td>
<td>3 ECTS cr</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Daniel Nolan</td>
<td>NEW PROFESSOR</td>
</tr>
<tr>
<td>Degree:</td>
<td>Ph.D. (Northwestern University, USA)</td>
<td></td>
</tr>
<tr>
<td>Affiliation:</td>
<td>Visiting Assistant Professor in German Department, University of Minnesota, Duluth (MN, USA)</td>
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</tr>
<tr>
<td>Language of instruction:</td>
<td>English</td>
<td></td>
</tr>
<tr>
<td>Course description</td>
<td>To increase the knowledge in basic structures of the language and basic everyday vocabulary, and to get the basic business vocabulary. The goal is to manage in some of the common everyday and business situations (travel and meeting arrangements and company visits) and to get to know the customs of the country. Beginning level A1, Target level A2 (Common European Framework)</td>
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</tbody>
</table>
MLI67A002  BASICS IN BUSINESS RUSSIAN 2  3 ECTS cr

Instructor: Tatyana Novikov  NEW PROFESSOR
Degree: Ph.D. (Florida State University, USA)
Affiliation: Professor of Russian, University of Nebraska at Omaha (USA)
Language of instruction: English
Course description
To increase the knowledge in basic structures of the language and basic vocabulary. The goal is to manage in some of the common everyday and business communication situations. Beginning level A1, Target level A2 (Common European Framework)

MLI26C651  INTERNATIONAL HUMAN RESOURCE MANAGEMENT  6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

Instructor: Veronica Velo  NEW PROFESSOR
Degree: Ph.D. (Université de Lausanne, Switzerland)
Title and affiliation: Principal Lecturer and Head of Human Resources Department and the Director of Research in Coventry University Enterprises, Coventry University (UK)
Course description
Human Resource Management deals with the activities by which organizations (private, public, non-profit, government, etc.) acquire, maintain, and use their workforce. This function includes the following topics that are addressed via a strong global perspective: HR objectives, job descriptions, resumes, job specifications, recruiting, succession planning, selection concepts, interviewing techniques, psychological testing and assessment, training, career development, performance appraisals, compensation, benefits, and international dimensions.
Learning outcomes for this course, upon successful completion, include the ability to:
1) understand of HR concepts and functions in an international environment, 2) learn management skills required to acquire, maintain, and grow an international workforce, 3) learn how to design jobs and assess talent for both domestic and global enterprises, 4) create processes to evaluate employee performance and grow superior workforce talent, and 5) manage approaches designed to motivate staff to perform exceptionally using technology and management skills in multicultural environments. Project assignments are used extensively that immerse students personally in the various HR functions as they write resumes, create job descriptions, conduct mock interviews, take psychological tests, etc., that are all desired to facilitate retention of the concepts taught from an international perspective.
<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Gabriele Suder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree:</td>
<td>Ph.D. (Bath University School of Management, UK)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Professor, CERAM Sophia Antipolis (France)</td>
</tr>
</tbody>
</table>

**Course description**

The course provides a look at the European Union and its impact on businesses. Topics to be covered in the course include: Europe in the world economy, the development of the EU, EU legal framework for business, regulatory issues in various industries, EU competition policy, strategies for European industries and companies. Also, it presents information on particular countries of Europe as a market area. It addresses the strategic and tactical issues of e.g. Finnish firms operating in Europe. Case studies are utilized to illustrate company operations.

**Learning outcomes** for this course, upon successful completion, include the ability to:

1) develop the students’ understanding of the impact of the European Union on the strategies and managerial issues of internationally operating European firms - particular attention is given to the competitiveness of European industries and companies, both within Europe and in competition against North American and East Asian companies,
2) understand the various business operation modes of (Finnish) firms in the European Union, and
3) assess the feasibility and the strengths and weaknesses of various modes in the EU framework.
### Module 15  
**Elective courses:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MLI26C661</td>
<td>DEMOGRAPHIC ANALYSIS AND INTERNATIONAL BUSINESS</td>
<td>6 ECTS</td>
</tr>
<tr>
<td>MLI26C695</td>
<td>MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS</td>
<td>6 ECTS</td>
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</tbody>
</table>

#### MLI26C661 DEMOGRAPHIC ANALYSIS AND INTERNATIONAL BUSINESS

**Instructor:** David Swanson  
**Degree:** Ph.D. (University of Hawaii, USA)  
**Title and affiliation:** Professor of Sociology, University of California Riverside (USA)

**Course description**

An exploration and application of demographic analysis in international business. The focus of the course is on the role and use of demographic analysis to selected topics and issues in the conduct of international business. Implications of demographic analysis demonstrate the relationship between business decisions and a wide variety of economic issues including wealth and income distribution, market analysis and market segments, and business strategy.

**Learning outcomes** for this course, upon successful completion, include the ability to:

1. Understand basic concepts and methods in demographic analysis,
2. Understand the role and value of demographic analysis in international business,
3. Know how to formulate research questions and issues for business decision making,
4. Understand the value and the relationship between demographics and international business strategy,
5. Know and understand methods of demographic analysis for assessing markets.

#### MLI26C695 MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS

**Instructor:** Sanjit Sengupta  
**Degree:** Ph.D. (University of California, Berkeley, USA)  
**Title and affiliation:** Professor of Marketing, San Francisco State University (USA)

**Course description**

High-technology products and markets are characterized by high levels of uncertainty. Thriving in the high-tech marketplace requires mastery of a diverse set of skills and capabilities. The course will expose participants to the opportunities and challenges of high-tech marketing and prepare them with the tools and techniques necessary to make marketing decisions in an uncertain technology environment.

**Learning outcomes** for this course, upon successful completion, include the ability to:

1. Identify high-technology products and innovations,
2. Understand the strategy and culture of high-tech firms,
3. Practice the market research tools needed to understand consumer behavior in high-tech markets,
4. Develop actionable go-to-market programs for high-tech products and innovations.
### Module 16  
**11/8 - 29/8 2008**

**Language courses:**

<table>
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<td>MLI66B102</td>
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<td>SPANISH BUSINESS COMMUNICATION 1A</td>
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<td>MLI67B101</td>
<td>RUSSIAN BUSINESS COMMUNICATION 1A</td>
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<tr>
<td>MLI67B102</td>
<td>RUSSIAN BUSINESS COMMUNICATION 1B</td>
<td>3 ECTS</td>
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**MLI66B101  FRENCH BUSINESS COMMUNICATION 1a  3 ECTS cr**

**Instructor:** Josiane Peltier  
**Degree:** Ph.D. (The University of Iowa, USA)  
**Affiliation:** Visiting Assistant Professor in French, Fort Lewis College, Durango (CO, USA)  
**Language of instruction:** English  
**Course description**

To improve the writing skills and to practice writing of business texts. To improve the special business vocabulary.  
Beginning level A2, Target level B1 (Common European Framework)

**MLI66B102  FRENCH BUSINESS COMMUNICATION 1b  3 ECTS cr**

**Instructor:** Josiane Peltier  
**Degree:** Ph.D. (The University of Iowa, USA)  
**Affiliation:** Visiting Assistant Professor in French, Fort Lewis College, Durango (CO, USA)  
**Language of instruction:** English  
**Course description**

During this conversational business communication course the students 1) practice business communication situations (company visits, meetings, company presentations and fairs), and 2) get to know the customs of the country.  
Beginning level A2, Target level B1 (Common European Framework)

**MLI65B101  SPANISH BUSINESS COMMUNICATION 1a  3 ECTS cr**

**Instructor:** Juan Carlos Barrera  
**Degree:** DBA (Argosy University – Chicago, USA)  
**Affiliation:** Associate Professor in International Business, Center for Business and Economics, Elmhurst College (IL, USA)  
**Language of instruction:** English  
**Course description**

Students 1) get to know different materials and documents concerning the basic activities of a firm, 2) practice different kinds of communication situations related to them (business culture, selling and marketing, environmental responsibility, job hunting process), and 3) revise and improve the previously learnt structures of the language.  
Beginning level A2, Target level B1 (Common European Framework)
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
<th>Instructors</th>
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<tbody>
<tr>
<td>MLI65B102</td>
<td>SPANISH BUSINESS COMMUNICATION 1b</td>
<td>3 ECTS cr</td>
<td>Juan Carlos Barrera, NEW PROFESSOR</td>
<td>DBA (Argosy University – Chicago, USA)</td>
<td>Associate Professor in International Business, Center for Business and Economics, Elmhurst College (IL, USA)</td>
<td>English</td>
</tr>
<tr>
<td></td>
<td>Course description</td>
<td></td>
<td>During this conversational business communication course the students 1) practice communication situations (company visits, meetings, company presentations and fairs), and 2) get to know the most important cultural differences. Beginning level A2, Target level B1 (Common European Framework)</td>
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<tr>
<td>MLI62A101</td>
<td>GERMAN BUSINESS COMMUNICATION 1a</td>
<td>3 ECTS cr</td>
<td>Daniel Nolan, NEW PROFESSOR</td>
<td>Ph.D. (Northwestern University, USA)</td>
<td>Visiting Assistant Professor in German Department, University of Minnesota, Duluth (MN, USA)</td>
<td>English</td>
</tr>
<tr>
<td></td>
<td>Course description</td>
<td></td>
<td>Students learn how to 1) survive during business trips, in being a host/hostess, in restaurant and in fairs, 2) take care of business on phone, and 3) make messages for example in agreeing on a meeting. Also revise and improve the grammar. Beginning level A2, Target level B1 (Common European Framework)</td>
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<tr>
<td>MLI62A102</td>
<td>GERMAN BUSINESS COMMUNICATION 1b</td>
<td>3 ECTS cr</td>
<td>Daniel Nolan, NEW PROFESSOR</td>
<td>Ph.D. (Northwestern University, USA)</td>
<td>Visiting Assistant Professor in German Department, University of Minnesota, Duluth (MN, USA)</td>
<td>English</td>
</tr>
<tr>
<td></td>
<td>Course description</td>
<td></td>
<td>Students 1) practice the conversational business communication in common everyday and business situations, 2) get to know the customs of the German language countries, 3) practice the right pronunciation and 4) improve the basic business vocabulary. Beginning level A2, Target level B1 (Common European Framework)</td>
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<tr>
<td>MLI67B101</td>
<td>RUSSIAN BUSINESS COMMUNICATION 1a</td>
<td>3 ECTS cr</td>
<td>Tatyana Novikov, NEW PROFESSOR</td>
<td>Ph.D. (Florida State University, USA)</td>
<td>Professor of Russian, University of Nebraska at Omaha (USA)</td>
<td>English</td>
</tr>
<tr>
<td></td>
<td>Course description</td>
<td></td>
<td>Students learn how to 1) manage in different business communication situations on phone (meeting arrangements, announcements for selection of products and call request etc.), and 2) write messages related to these situations. Beginning level A2, Target level B1 (Common European Framework)</td>
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<tr>
<td>Instructor:</td>
<td>Tatyana Novikov</td>
<td>NEW PROFESSOR</td>
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<td>Degree:</td>
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<tr>
<td>Affiliation:</td>
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<td>Language of instruction:</td>
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</table>

**Course description**

Students learn how to 1) meet the business visitors, and 2) tell about the basic facts of a firm (year of foundation, form of business, turnover, staff etc.), 3) write simple business letter, and 4) do a simple business presentation.

Beginning level A2, Target level B1 (Common European Framework)