Helsinki School of Economics
Mikkeli Campus

Bachelor’s Degree Program in International Business
BScBA

Curriculum for 2008-2009

Including:

Course Codes and Names
Course Credits
Concentrations with Elective Courses
Instructor
Course Descriptions
Course Learning Outcomes

In this course schedule, 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.
The structure of the HSE Mikkeli Bachelor´s degree program in International Business (180 ECTS credits)

<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>60</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>18</td>
</tr>
<tr>
<td><strong>Specialized studies in Major</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>6</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>42</td>
</tr>
<tr>
<td><strong>Minor subject studies</strong></td>
<td></td>
</tr>
<tr>
<td>Elective course&lt;sup&gt;4&lt;/sup&gt;</td>
<td>6</td>
</tr>
<tr>
<td>Students must complete 24 ECTS credits during the study abroad period.&lt;sup&gt;3&lt;/sup&gt;</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>
<td>30</td>
</tr>
<tr>
<td><strong>Language and Communication Courses</strong></td>
<td></td>
</tr>
<tr>
<td>Business Communication</td>
<td>6</td>
</tr>
<tr>
<td>Intercultural Communication</td>
<td>6</td>
</tr>
<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>30</td>
</tr>
<tr>
<td><strong>Total ECTS credits</strong></td>
<td>180</td>
</tr>
</tbody>
</table>

<sup>1</sup> 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.

<sup>2</sup> 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).

<sup>3</sup> Those who are exempted from the study abroad requirement have to do 24 ECTS credits in the BScBA degree program.

<sup>4</sup> 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 6 ECTS credits can be made up by taking additional language and communication courses.
<table>
<thead>
<tr>
<th>Module</th>
<th>2008 REQUIRED COURSES (BScBA)</th>
<th>2009 REQUIRED COURSES (BScBA)</th>
<th>ELECTIVE COURSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>GLOBAL BUSINESS ENVIRONMENT (A &amp; B)</td>
<td>Intercultural Communication (A)</td>
<td>MANAGEMENT CULTURE AND COMMUNICATION (BCC, MGT, GB)</td>
</tr>
<tr>
<td>1/9-19/9</td>
<td>David Atkinson</td>
<td>Christine Grosee</td>
<td>Diana Filipova</td>
</tr>
<tr>
<td>2</td>
<td>INTRODUCTION TO MANAGEMENT (A)</td>
<td>MANAGERIAL FINANCE (A)</td>
<td>INTERNATIONAL BUSINESS LAW (MGT, GB)</td>
</tr>
<tr>
<td>22/9-10/10</td>
<td>J. Ronald Collins</td>
<td>Sheila Kilian</td>
<td>Robert Schmidt</td>
</tr>
<tr>
<td>2</td>
<td>BUSINESS MATHEMATICS (B)</td>
<td>INTERCULTURAL MANAGEMENT (B)</td>
<td>MARKETING IN RUSSIA (BCC, MGT, GB)</td>
</tr>
<tr>
<td>2</td>
<td>Eric West</td>
<td>Vlad Vormann</td>
<td>Valery Funtov</td>
</tr>
<tr>
<td>3</td>
<td>BUSINESS MATHEMATICS (A)</td>
<td>INTRODUCTION TO MANAGEMENT (B)</td>
<td>DOING BUSINESS IN THE BALTICS</td>
</tr>
<tr>
<td>13/10-31/10</td>
<td>Lise Urbañevski</td>
<td>J. Ronald Collins</td>
<td>(BCC, MGT, GB)</td>
</tr>
<tr>
<td>4</td>
<td>Advanced Professional Writing (A)</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS</td>
<td>INTERNATIONAL BUSINESS STRATEGY (MGT, GB)</td>
</tr>
<tr>
<td>3/11-31/11</td>
<td>Josiane Peltier</td>
<td>Hulya Öztel</td>
<td>John Kraft</td>
</tr>
<tr>
<td>5</td>
<td>INTRODUCTION TO STATISTICS (A)</td>
<td>INTERNATIONAL ECONOMICS (A &amp; B)</td>
<td>INTERNATIONAL MARKETING (MKT, GB)</td>
</tr>
<tr>
<td>24/11-12/12</td>
<td>Gur Mecheriev</td>
<td>Jaapoon Woo</td>
<td>Robert Bradshaw</td>
</tr>
<tr>
<td>6</td>
<td>Business Communication (A)</td>
<td>PRINCIPLES OF ECONOMICS (B)</td>
<td>BUSINESS CULTURE OF LATIN AMERICA (BCC, MGT, GB)</td>
</tr>
<tr>
<td>5/1-23/11</td>
<td>HSE language teachers</td>
<td>Rita Buckley</td>
<td>Veronica Velo</td>
</tr>
<tr>
<td>7</td>
<td>PRINCIPLES OF ECONOMICS (A)</td>
<td>BACHELOR’ S THESIS (A &amp; B)</td>
<td>ENTREPRENEURSHIP IN THE GLOBAL ECONOMY (MGT, GB)</td>
</tr>
<tr>
<td>26/1-32/2</td>
<td>John Wilson</td>
<td>Coordinator David Atkinson</td>
<td>Naomi Birdwhistle</td>
</tr>
<tr>
<td>8</td>
<td>BUSINESS LAW AND ETHICS (A)</td>
<td>PRINCIPLES OF ACCOUNTING (B)</td>
<td>BRAND MANAGEMENT (MKT, MGT, GB)</td>
</tr>
<tr>
<td>16/2-6/3</td>
<td>Ross Kamari-Baharin</td>
<td>John Ahem</td>
<td>Phani Tad Adidam</td>
</tr>
<tr>
<td>9</td>
<td>PRINCIPLES OF ACCOUNTING (A)</td>
<td>BUSINESS LAW AND ETHICS (B)</td>
<td>DOING BUSINESS IN THE BALTICS (BCC, MGT, GB)</td>
</tr>
<tr>
<td>9/3-27/3</td>
<td>Ronald Patten</td>
<td>Ross Kamari-Baharin</td>
<td>Joan Lofgren</td>
</tr>
<tr>
<td>10</td>
<td>OPERATIONS MANAGEMENT (A)</td>
<td>INTRODUCTION TO MARKETING (B)</td>
<td>COMPUTER APPLICATIONS IN BUSINESS MANAGEMENT (MKT, MGT, GB)</td>
</tr>
<tr>
<td>6/4-26/4</td>
<td>Susan Grinsted</td>
<td>Parris Taj Addin</td>
<td>Eric West</td>
</tr>
<tr>
<td>11</td>
<td>Swedish Business Communication (A+B, groups 1-2)</td>
<td>FINNISH BUSINESS COMMUNICATION (A+B, groups 1-3)</td>
<td>BUSINESS IN AFRICA (BCC, MGT, MGT, GB)</td>
</tr>
<tr>
<td>27/1-15/2</td>
<td>Tuuja Nikko and Maria-Leena Sarsvan</td>
<td>Sorga Kivvik</td>
<td>Fongal Kieny</td>
</tr>
<tr>
<td>12</td>
<td>INTRODUCTION TO MARKETING (A)</td>
<td>Parris Taj Addin</td>
<td>INTERNATIONAL BUSINESS STRATEGY (MGT, GB)</td>
</tr>
<tr>
<td>18/5-8/6</td>
<td>Phani Tad Adidam</td>
<td>OPERATIONS MANAGEMENT (B)</td>
<td>Naomi Birdwhistle</td>
</tr>
<tr>
<td>13</td>
<td>Basics in Business Spanish 1</td>
<td>Basics in Business Spanish 2</td>
<td>INTERNATIONAL BUSINESS STRATEGY (MGT, GB)</td>
</tr>
<tr>
<td>8/6-26/6</td>
<td>Basics in Business German 1</td>
<td>Basics in Business German 2</td>
<td>John Kraft</td>
</tr>
<tr>
<td>14</td>
<td>Basics in Business Russian 1</td>
<td>Basics in Business Russian 2</td>
<td>INTERNATIONAL PROFESSIONAL COMMUNICATION (MGT, GB)</td>
</tr>
<tr>
<td>15</td>
<td>Basics in Business Spanish 2</td>
<td>Basics in Business German 2</td>
<td>INTERCULTURAL NEGOTIATIONS (BCC, MGT, MGT, GB)</td>
</tr>
<tr>
<td>29/8-17/7</td>
<td>Basics in Business Russian 2</td>
<td></td>
<td>James Kennedy</td>
</tr>
<tr>
<td>16</td>
<td>MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS (MKT, MGT, GB)</td>
<td></td>
<td>Sariy Serigapla</td>
</tr>
<tr>
<td>10/8-28/8</td>
<td>Orientation week for new students (August 24-30, 2009)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 The types of the courses are marked with following fonts: REQUIRED CORE COURSES COURSES IN MAJOR Language and communication courses
2 Replaces the course Quantitative Applications in International Business
3 Students must choose one of these concentrations and get 24 ECTS credits in International Business: Marketing (MKT), Management (MGT), Business Culture and Communication (BCC) or Global Business (GB).
**MODULE 1 01/09 - 19/09 2008**

**Required courses:**
- MLI26C001 GLOBAL BUSINESS ENVIRONMENT (BScBA 8A & 8B)
- MLI20A001 PROFESSIONAL DEVELOPMENT PORTFOLIO (begins) (BScBA 8A & 8B)
- MLI61C610 INTERCULTURAL COMMUNICATION (BScBA 7A)
- MLI61C610 INTERCULTURAL COMMUNICATION (BScBA 7B)

**Elective courses:**
- MLI26C684 MANAGEMENT CULTURE AND COMMUNICATION
- MLI26C699 INTERNATIONAL BUSINESS LAW

**MLI26C001 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.

**MLI20A001 PROFESSIONAL DEVELOPMENT PORTFOLIO begins**  

**Cooperator:** 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.
MLI 61C610 INTERCULTURAL COMMUNICATION 6 ECTS cr

Instructor: Christine Grosse
Degree: Ph.D. (University of North Carolina, USA)
Title and affiliation: Professor Emeritus, Thunderbird, School of Global Management, Glendale (AZ, USA)

Course description
An introduction to the role of communication in a diverse world of people, countries, professions, and businesses. The course undertakes an examination of the power and potential of understanding intercultural communications. Both the symbols and practices of communication are assessed with regard to diverse values, norms, and cultures.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the basic components of defining culture, 2) assess how values are identified, defended, promoted, and changed by members of cultures, both within and between cultures, 3) understand and evaluate how culture and communication relates to status, power, duties, and obligations, 4) understand the respective roles of language, behavior, and symbols in organizations, 5) understand how languages distinguish and discriminate in cultures and organizations.

MLI 61C610 INTERCULTURAL COMMUNICATION 6 ECTS cr

Instructor: Josiane Peltier
Degree: Ph.D. (The University of Iowa, USA)
Title and affiliation: Visiting Assistant Professor, Fort Lewis College, Durango (CO, USA)

Course description
An introduction to the role of communication in a diverse world of people, countries, professions, and businesses. The course undertakes an examination of the power and potential of understanding intercultural communications. Both the symbols and practices of communication are assessed with regard to diverse values, norms, and cultures.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the basic components of defining culture, 2) assess how values are identified, defended, promoted, and changed by members of cultures, both within and between cultures, 3) understand and evaluate how culture and communication relates to status, power, duties, and obligations, 4) understand the respective roles of language, behavior, and symbols in organizations, 5) understand how languages distinguish and discriminate in cultures and organizations.

MLI 26C684 MANAGEMENT CULTURE AND COMMUNICATION 6 ECTS cr

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

Instructor: Diana Phillips
Degree: Ph.D. (University of London, UK)
Title and affiliation: Full 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.
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: Senior Research Fellow, Claremont Graduate University, Claremont (CA, USA)

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.
## MODULE 2 22/09 - 10/10 2008

### Required courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI21A030</td>
<td>INTRODUCTION TO MANAGEMENT</td>
<td>6 ECTS</td>
</tr>
<tr>
<td>MLI34A030</td>
<td>BUSINESS MATHEMATICS</td>
<td>6 ECTS</td>
</tr>
<tr>
<td>MLI28A010</td>
<td>MANAGERIAL FINANCE</td>
<td>6 ECTS</td>
</tr>
<tr>
<td>MLI26C664</td>
<td>INTERCULTURAL MANAGEMENT</td>
<td>6 ECTS</td>
</tr>
</tbody>
</table>

### Elective courses:

- MLI26C609  MARKETING IN RUSSIA
- MLI26C696  DOING BUSINESS IN THE BALTICS
- MLI26C703  PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT

### Course Information:

#### MLI21A030 INTRODUCTION TO MANAGEMENT 6 ECTS cr

**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) (retired)

**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.

#### MLI34A030 BUSINESS MATHEMATICS 6 ECTS cr

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

**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.
### MLI28A010 MANAGERIAL FINANCE 6 ECTS cr

**Instructor:** Sheila Killian  
**Degree:** Ph.D. (University College Dublin, Ireland)  
**Title and affiliation:** Senior 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.

### MLI26C664 INTERCULTURAL MANAGEMENT 6 ECTS cr

**Instructor:** Vlad Vaiman  
**Degree:** DBA (University of St. Gallen, Switzerland)  
**Title and affiliation:** Associate Professor, Reykjavik University (Iceland)

**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.

### MLI26C609 MARKETING IN RUSSIA 6 ECTS cr

**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.
MLI26C696  DOING BUSINESS IN THE BALTICS 6 ECTS cr

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

Instructor: Joan Lofgren
Degree: Ph.D. (Columbia University, USA)
Title and affiliation: Part-time Faculty, University of Tampere (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.

MLI26C703  PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT 6 ECTS cr

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

Instructors: David Atkinson, J. Ronald Collins
Degrees: Ph.D. (University of Maryland, USA), Ph.D. (University of Massachusetts, USA)
Titles and affiliations: Dean, Helsinki School of Economics, Mikkeli Campus (Finland), Professor and Director of International Programs, University of Prince Edward Island (Canada) (retired)
(see full CV with module 1)

Course description
The course is conducted as an applied research course in the framework of project management. Research and development functions are focused on selected projects linking South-Savo opportunities with global potential. The integration of selected databases and field research form the basis of student workload. Student research is conducted on both an individual and group basis. Literature on project management for research forms the basis of all projects. Topical areas include projects on environmental sustainability, SME development, marketing and market development, among other areas. This applied research course is conducted over a six-month period. Enrollment is limited.

Learning outcomes for this course, upon successful completion, include the ability to:
1) know essential literature on project management for research, 2) apply the essential steps in research and development in specific settings, 3) know the value of networks (business, professional) in applied research, 4) develop a project from beginning to conclusion with specific goals and objectives, 5) know and understand the linkage between local development and global market potential.
### MODULE 3  13/10 - 31/10 2008

**Required courses:**

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI34A030</td>
<td>BUSINESS MATHEMATICS (BScBA 8A)</td>
<td></td>
</tr>
<tr>
<td>MLI21A030</td>
<td>INTRODUCTION TO MANAGEMENT (BScBA 8B)</td>
<td></td>
</tr>
<tr>
<td>MLI26C664</td>
<td>INTERCULTURAL MANAGEMENT (BScBA 7A)</td>
<td></td>
</tr>
<tr>
<td>MLI28A010</td>
<td>MANAGERIAL FINANCE (BScBA 7B)</td>
<td></td>
</tr>
</tbody>
</table>

**Elective courses:**

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C683</td>
<td>DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS</td>
</tr>
<tr>
<td>MLI26C704</td>
<td>BUSINESS CONSULTING IN THE GLOBAL ECONOMY</td>
</tr>
</tbody>
</table>

**Instructor:**

- Lise Urbaczewski
  - M.Sc. in Information Systems (Eastern Michigan University, USA)
  - Lecturer, University of Michigan - Dearborn (MI, 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.

---

**Instructor:**

- J. Ronald Collins
  - Ph.D. (University of Massachusetts, USA)
  - Professor and Director of International Programs, University of Prince Edward Island (Canada) (retired)

**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.
MLI26C664 INTERCULTURAL MANAGEMENT  6 ECTS cr

Instructor: Ellen Drost
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.

MLI28A010 MANAGERIAL FINANCE  6 ECTS cr

Instructor: David Volkman
Degree: Ph.D. (University of Nebraska-Lincoln, USA)
Title and affiliation: Professor, University of Nebraska at Omaha (NE, 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.

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 (WI, 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, and 5) understand and use technology in the development of design communications.
The course qualifies for the following concentrations: BCC, MKT, MGT, GB

Instructor: Naomi Birdthistle
Degree: Ph.D. (University of Limerick, Ireland)
Title and affiliation: Programme Director: MBS in International Entrepreneurship Management, University of Limerick (Ireland)

Course description
The focus of this course is on the nature and role of business consulting, along with specific issues common to business consulting. Special attention is given to firms that have or show interest in developing international market potential. Attention is also given to understanding and developing the unique skills required for the consulting process.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the principles and processes of management consultancy, 2) knowing and understanding the importance of analytical frameworks when approaching business opportunities and challenges, 3) develop, conduct, and integrate primary secondary research with primary research, 4) understand the value of effective communication in business consulting and 5) develop and improve skills in report writing, time management skills, and project management.
MODULE 4 03/11 - 21/11 2008

Required courses:
MLI61C620 ADVANCED PROFESSIONAL WRITING (BScBA 8A)
MLI36A020 INTRODUCTION TO STATISTICS (BScBA 8B)
MLI26C693 RESEARCH METHODS IN INTERNATIONAL BUSINESS (BScBA 7A & 7B)

Elective courses:
MLI26C653 INTERNATIONAL BUSINESS STRATEGY
MLI26C010 INTERNATIONAL MARKETING

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: Josiane Peltier
Degree: Ph.D. (The University of Iowa, USA)
Title and affiliation: Visiting Assistant Professor, Fort Lewis College, Durango (CO, USA)
(see full CV with module 1)

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.

MLI36A020 INTRODUCTION TO STATISTICS 6 ECTS cr

Instructor: Gur Mosheiov
Degree: Ph.D. (Columbia University, USA)
Title and affiliation: Full Professor, The Hebrew University (Israel)

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.
### ML126C693 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.

### 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 (FL, 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.
ML126C010 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: Principal Lecturer in Marketing, De Montfort University (UK)

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.
MODULE 5 24/11 - 12/12 2008

Required courses:
MLI36A020 INTRODUCTION TO STATISTICS (BScBA 8A)
MLI61C620 ADVANCED PROFESSIONAL WRITING (BScBA 8B)
MLI26C634 INTERNATIONAL ECONOMICS (BScBA 7A & 7B)

Elective courses:
MLI26C652 INTERNATIONAL ORGANIZATIONAL BEHAVIOR
MLI26C687 INTERNATIONAL MARKET DEVELOPMENT

MLI36A020 INTRODUCTION TO STATISTICS 6 ECTS cr
Instructor: Gur Mosheiov
Degree: Ph.D. (Columbia University, USA)
Title and affiliation: Full Professor, The Hebrew University (Israel)
(see full CV with module 4)

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.

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: Josiane Peltier
Degree: Ph.D. (The University of Iowa, USA)
Title and affiliation: Visiting Assistant Professor, Fort Lewis College, Durango (CO, USA)
(see full CV with module 1)

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.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Instructor</th>
<th>Degree</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C634</td>
<td>INTERNATIONAL ECONOMICS</td>
<td>6</td>
<td>Jaejoon Woo</td>
<td>Ph.D. (Harvard University, USA)</td>
<td>Associate Professor of Economics, DePaul University (IL, USA)</td>
</tr>
<tr>
<td></td>
<td>Course description</td>
<td></td>
<td>An exploration of economic</td>
<td>The course focuses on understanding the</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>theory and practice applied</td>
<td>determinants and processes of international</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>to international trade and</td>
<td>trade and finance.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>finance.</td>
<td>Learning outcomes for this course, upon</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>successful completion, include the ability</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>to:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1) know and understand basic concepts in</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>international economics, 2) know and</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>understand fundamental economic theory</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>applied to international business, 3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>determine economic information needs for</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>international management, 4) identify</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>information resources for international</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>economic data, trends, and activity, and</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5) analyze current activity in the</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>international economy.</td>
<td></td>
</tr>
<tr>
<td>MLI26C652</td>
<td>INTERNATIONAL ORGANIZATIONAL BEHAVIOR</td>
<td>6</td>
<td>J. Ronald Collins</td>
<td>Ph.D. (University of Massachusetts, USA)</td>
<td>Professor and Director of International Programs, University of Prince</td>
</tr>
<tr>
<td></td>
<td>The course qualifies for the following</td>
<td></td>
<td></td>
<td>Edward Island (Canada) (retired)</td>
<td>Island (Canada) (retired)</td>
</tr>
<tr>
<td></td>
<td>concentrations: MGT, GB</td>
<td></td>
<td></td>
<td>(see full CV with module 2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Course description</td>
<td></td>
<td>International organizational</td>
<td>International organizational behavior</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>behavior attempts to</td>
<td>attempts to understand, predict, and</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>understand the behavior in</td>
<td>influence the behavior in individuals and</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>individuals and in</td>
<td>organizations operating in the global</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>organizations operating in</td>
<td>environment. This course covers key</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the global environment. This</td>
<td>models and theories of individual behavior</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>course covers key models</td>
<td>and learning in organizations, motivation,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>and theories of individual</td>
<td>workplace emotions, values and ethics,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>behavior and learning in</td>
<td>communications, team dynamics, decision-</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>organizations, motivation,</td>
<td>making, conflict and negotiation, leadership,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>workplace emotions, values</td>
<td>and organizational change, development and</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>and ethics, communications,</td>
<td>culture. Learning outcomes for this course,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>team dynamics, decision-</td>
<td>upon successful completion, include the</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>making, conflict and</td>
<td>ability to: 1) understand and use the</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>negotiation, leadership,</td>
<td>basic theories and models applied to</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>and organizational change,</td>
<td>collective behavior in formal and informal</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>development and culture.</td>
<td>global organizations, 2) predict the</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>behavior in global organizations, and 3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>influence the behavior of individuals in</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>global organizations to achieve mutual</td>
<td></td>
</tr>
<tr>
<td>MLI26C687</td>
<td>INTERNATIONAL MARKET DEVELOPMENT</td>
<td>6</td>
<td>Edward R. Bruning</td>
<td>Ph.D. (University of Alabama, USA)</td>
<td>Professor of Marketing, Asper School of Business, University of Manitoba</td>
</tr>
<tr>
<td></td>
<td>The course qualifies for the following</td>
<td></td>
<td></td>
<td>(Winnipeg, Canada)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>concentrations: MKT, GB</td>
<td></td>
<td></td>
<td>(see full CV with module 2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Course description</td>
<td></td>
<td>An intensive examination of</td>
<td>An intensive examination of the theoretical</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the theoretical and practical</td>
<td>and practical issues involved in extending</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>issues involved in extending</td>
<td>the business firm into foreign markets.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the business firm into</td>
<td>Students are introduced to research</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>foreign markets. Students</td>
<td>methods and strategic marketing concepts</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>are introduced to research</td>
<td>that hone their market development skills.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>methods and strategic</td>
<td>Student teams will develop a product or</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>marketing concepts that</td>
<td>service for specific foreign markets,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>hone their market</td>
<td>undertake a country analysis, perform a</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>development skills.</td>
<td>market audit of a firm’s current capabilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>and foreign market needs, conduct a</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>competitor analysis, and develop a</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>marketing plan for the product or service.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Learning outcomes for this course, upon</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>successful completion, include the ability</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>to:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1) understand a number of useful research</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>methods for conducting a country analysis,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>competitor analysis, and market audit, 2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>understand a number of marketing strategy</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>alternatives that could be employed in</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>entering a foreign market, 3) be capable</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>of locating and assessing information</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>sources for conducting the market</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>development tasks, 4) learn to analyze</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>primary and secondary data in order to</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>estimate market demand, market share, and</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>price sensitivity, and 5) develop a marketing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>plan that includes resource needs,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>timelines for implementation, and control</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>measures after the marketing plan is</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>launched.</td>
<td></td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Name</td>
<td>ECTS cr</td>
<td>Instructors</td>
<td>Course Description</td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------------------------------</td>
<td>---------</td>
<td>----------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>MLI61A160</td>
<td>BUSINESS COMMUNICATION</td>
<td>6 ECTS</td>
<td>From HSE department of languages and communication</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>MLI31A002</td>
<td>PRINCIPLES OF ECONOMICS</td>
<td>6 ECTS</td>
<td>Rita Buckley</td>
<td>Degree: Ph.D. (University of Limerick, Ireland) Title and affiliation: Lecturer, Kemmy Business School, University of Limerick (Ireland) 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.</td>
<td></td>
</tr>
</tbody>
</table>
ML26C677  BUSINESS CULTURE OF LATIN AMERICA  6 ECTS cr

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

Instructor:  Veronica Velo
Degree:  Ph.D. (Université de Lausanne, Switzerland)
Title and affiliation:  Associate Professor of Management Organisation, ESC-Rennes School of Business (France)

Course description
An exploration of the foundations and dynamics of Latin American business culture. Attention is given to the diverse markets of Latin American business environment, including economic, political, and cultural dynamics. Focus also given to the relationship of Latin America to other regions of the world with attention given to commercial exchange, monetary exchange and investments outside the region by Latin American MNEs. Special attention is given to MNEs investing in Latin America.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the diverse nature of economies and markets of Latin America, 2) understand the challenges and opportunities of economic development in Latin America, 3) to identify and understand the importance of political and cultural dynamics in economic development in Latin America, 4) identify and understand the relationships of Latin America to other regions of the world, and 5) understand the role of international financial institutions in economic development.

ML26C600  ENTREPRENEURSHIP IN THE GLOBAL ECONOMY  6 ECTS cr

The course qualifies for the following concentrations:  MGT, GB

Instructor:  Naomi Birdthistle
Degree:  Ph.D. (University of Limerick, Ireland)
Title and affiliation:  Programme Director: MBS in International Entrepreneurship Management, University of Limerick (Ireland)
(see full CV with module 3)

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.

ML26C633  BRAND MANAGEMENT  6 ECTS cr

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

Instructor:  Phani Tej Adidam
Degree:  Ph.D. (Texas Tech University, USA)
Title and affiliation:  Executive Education Professor, University of Nebraska at Omaha (NE, USA)

Course description
An exploration of the characteristics, meanings, and management of known symbols and brand products in international business. The course examines brands as a strategic asset, drawing on managerial, consumer, and cultural perspectives.

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand concepts of brand management, 2) understand the relationship between brand management and brand equity, 3) know and understand the role of consumer behavior in brand management, particularly in international contexts, 4) know and understand patterns of brand loyalty and diverse consumer markets, and 5) understand and assess management implications of brand marketing.
MODULE 7  
26/01 - 13/02 2009

Required courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>ECTS cr</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI31A002</td>
<td>PRINCIPLES OF ECONOMICS</td>
<td>6</td>
</tr>
<tr>
<td>MLI61A160</td>
<td>BUSINESS COMMUNICATION</td>
<td></td>
</tr>
<tr>
<td>MLI26C012</td>
<td>BACHELOR’S THESIS (modules 7 and 10)</td>
<td></td>
</tr>
</tbody>
</table>

Elective courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C698</td>
<td>DESTINATION MARKETING</td>
</tr>
</tbody>
</table>

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.

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.

MLI26C012  BACHELOR’S THESIS  10 ECTS cr

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C012</td>
<td>BACHELOR’S THESIS (modules 7 and 10)</td>
</tr>
</tbody>
</table>

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

Instructor: Bruce Lambert
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.
MODULE 8 16/02 - 06/03 2009

Required courses:
MLI32A002 BUSINESS LAW AND ETHICS (BScBA 8A)
MLI22A002 PRINCIPLES OF ACCOUNTING (BScBA 8B)

Elective courses:
MLI26C607 BUSINESS IN ASIA
MLI26C686 DIGITAL APPLICATIONS IN INTERNATIONAL BUSINESS
MLI26C678 KNOWLEDGE MANAGEMENT IN MULTINATIONAL ENTERPRISES

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: Senior 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.

MLI22A002 PRINCIPLES OF ACCOUNTING 6 ECTS cr
Instructor: John Ahern
Degree: DBA (University of Kentucky, USA)
Title and affiliation: Associate Professor of Accounting, 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
   prepare balance sheets, and 8) understand and develop cash flow statements.
### MLI26C607 BUSINESS IN ASIA 6 ECTS cr

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

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Khong Kim Hoong</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree:</td>
<td>Ph.D. (University of Pittsburgh, USA)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Senior Vice President, HELP University College (Malaysia)</td>
</tr>
</tbody>
</table>

**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.

### MLI26C686 DIGITAL APPLICATIONS IN INTERNATIONAL BUSINESS 6 ECTS cr

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

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Dale Fodness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree:</td>
<td>Ph.D. (The Florida State University, USA)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Associate Professor, University of Dallas (TX, USA)</td>
</tr>
</tbody>
</table>

**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.

### MLI26C678 KNOWLEDGE MANAGEMENT IN MULTINATIONAL ENTERPRISES 6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Parissa Haghirian</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree:</td>
<td>Ph.D. (Vienna University of Economics and Business Administration, Austria)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Associate Professor of International Management, Sophia University, Tokyo (Japan)</td>
</tr>
</tbody>
</table>

**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

**09/03 - 27/03 2009**

**Required courses:**
- MLI22A002  **PRINCIPLES OF ACCOUNTING**  (BScBA 8A)
- MLI32A002  **BUSINESS LAW AND ETHICS**  (BScBA 8B)

**Elective courses:**
- MLI26C696  **DOING BUSINESS IN THE BALTICS**
- MLI26C705  **COMPUTER APPLICATIONS IN BUSINESS MANAGEMENT**
- MLI26C659  **BUSINESS IN AFRICA**

**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 (IL, 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 prepare balance sheets, and 8) understand and develop cash flow statements.

**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:** Senior 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.
MLI26C696  DOING BUSINESS IN THE BALTICS  6 ECTS cr

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

Instructor: Joan Lofgren
Degree: Ph.D. (Columbia University, USA)
Title and affiliation: Part-time Faculty, University of Tampere (Finland)
(see full CV with module 2)

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.

MLI26C705  COMPUTER APPLICATIONS IN BUSINESS MANAGEMENT  6 ECTS cr

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

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)
(see full CV with module 2)

Course description
This course focuses on specific computer applications in business management. The course covers applications in marketing, finance, accounting, production, operations management and project management. Attention is also given to the context and purpose of computer applications in these fields. The focus is on the selection, implementation and interpretation of computer-based models for the solution of applied problems in business. Applications are built around the use of Excel and associated software tools.

Learning outcomes for this course, upon successful completion, include the ability to:
1) demonstrate advanced awareness and understanding of software applications in management, 2) understand the context and purpose of computer applications to important business management functions and issues, 3) advance functional understanding of software applications to problem-solving in the management of firms, 4) know and understand limitations of computer applications in the larger structure of management and 5) know important concepts and processes linking computer applications and management.
MLI26C659 BUSINESS IN AFRICA 6 ECTS cr

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

Instructor: Fongot A. V. Kinni
Degree: State Doctorates in Political Sciences and Anthropology (University of Paris, France)
Title and affiliation: Senior Instructor, University of Buea (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.
### Module 10: 06/04 - 24/04 2009

#### Required courses:
- MLI21C617 OPERATIONS MANAGEMENT (BScBA 8A)
- MLI23A020 INTRODUCTION TO MARKETING (BScBA 8B)
- MLI26C012 BACHELOR’S THESIS (modules 7 and 10) (BScBA 7A & 7B)

#### Elective courses:
- MLI26C651 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI21C617</td>
<td>OPERATIONS MANAGEMENT</td>
<td>6 ECTS</td>
</tr>
</tbody>
</table>

#### 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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI23A020</td>
<td>INTRODUCTION TO MARKETING</td>
<td>6 ECTS</td>
</tr>
</tbody>
</table>

#### Instructor:
Phani Tej Adidam

#### Degree:
Ph.D. (Texas Tech University, USA)

#### Title and affiliation:
Executive Education Professor, University of Nebraska at Omaha (NE, USA)
(see full CV with module 6)

#### 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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C012</td>
<td>BACHELOR’S THESIS (modules 7 and 10)</td>
<td>Bachelor’s Thesis, 10 ECTS</td>
</tr>
</tbody>
</table>

#### 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.
MLI26C651 INTERNATIONAL HUMAN RESOURCE MANAGEMENT 6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

Instructor: Veronica Velo
Degree: Ph.D. (Université de Lausanne, Switzerland)
Title and affiliation: Associate Professor of Management Organisation, ESC-Rennes School of Business (France)

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>Course Code</th>
<th>Course Title</th>
<th>ECTS cr</th>
<th>Instructors</th>
<th>Affiliation</th>
<th>Language of instruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI72A100</td>
<td>SWEDISH BUSINESS COMMUNICATION</td>
<td>3</td>
<td>Tuija Nikko, Marja-Leena Sarvikivi</td>
<td>HSE department of languages and communication</td>
<td>Finnish</td>
</tr>
<tr>
<td>MLI71A100</td>
<td>FINNISH BUSINESS COMMUNICATION</td>
<td>3</td>
<td>Sonja Kniivilä</td>
<td>HSE department of languages and communication</td>
<td>Finnish</td>
</tr>
</tbody>
</table>

**Course description**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>ECTS cr</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C653</td>
<td>INTERNATIONAL BUSINESS STRATEGY</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td><strong>The course qualifies for the following concentrations:</strong> MGT, GB</td>
<td></td>
</tr>
<tr>
<td>Instructor</td>
<td>J. Ronald Collins</td>
<td></td>
</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (University of Massachusetts, USA)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Professor and Director of International Programs, University of Prince Edward Island (Canada) (retired)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(see full CV with module 2)</td>
<td></td>
</tr>
<tr>
<td><strong>Course description</strong></td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td><strong>Learning outcomes</strong> for this course, upon successful completion, include the ability to:</td>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>ECTS cr</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C708</td>
<td>INDUSTRIAL ORGANIZATION</td>
<td>6</td>
</tr>
<tr>
<td>Instructor</td>
<td>John Wilson</td>
<td></td>
</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (University of Wales, Bangor, UK)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Professor of Banking and Finance, University of St Andrews (UK)</td>
<td></td>
</tr>
<tr>
<td><strong>Course description</strong></td>
<td>The course is a study of firms and the markets in which they operate, with a focus on strategic decision-making in industrial organisations. It develops an economic approach to an understanding of the interaction of firms' internal organizations with their external industrial environment. An environment creates constraints as well as opportunities. Topics addressed include microeconomic foundations, theories of the firm, market structure, firm strategy and performance, competition policy and regulation, among other important components.</td>
<td></td>
</tr>
<tr>
<td><strong>Learning outcomes</strong> for this course, upon successful completion, include the ability to:</td>
<td>1) develop and apply various economic methods to the analysis of firms, markets and industries, 2) understand various conflicting theories in industrial organization and approaches which may resolve such conflict, 3) be conversant about analytical and policy issues in industrial organization, 4) understand, analyze and interpret empirical data in the field of industrial organization, and 5) appreciate the opportunities and constraints of public policy, when dealing with the exercise of market power.</td>
<td></td>
</tr>
</tbody>
</table>
### Required courses:
- **MLI23A020** INTRODUCTION TO MARKETING (BScBA 8A)
- **MLI21C617** OPERATIONS MANAGEMENT (BScBA 8B)

### Elective courses:
- **MLI26C702** INTERNATIONAL TECHNOLOGY VENTURING
- **MLI26C707** ENVIRONMENTAL ECONOMICS

---

#### MLI23A020 INTRODUCTION TO MARKETING 6 ECTS cr

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Phani Tej Adidam</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree:</td>
<td>Ph.D. (Texas Tech University, USA)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Executive Education Professor, University of Nebraska at Omaha (NE, USA)</td>
</tr>
</tbody>
</table>

(see full CV with module 6)

**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
7. know and understand ethical dilemmas in marketing.

---

#### MLI21C617 OPERATIONS MANAGEMENT 6 ECTS cr

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Susan Grinsted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree:</td>
<td>Ph D. (University of Warwick, UK)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Director, Burman Associates (UK)</td>
</tr>
</tbody>
</table>

(see full CV with module 10)

**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.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>ECTS cr</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C702</td>
<td>INTERNATIONAL TECHNOLOGY VENTURING</td>
<td>6</td>
</tr>
<tr>
<td>MLI26C707</td>
<td>ENVIRONMENTAL ECONOMICS</td>
<td>6</td>
</tr>
</tbody>
</table>

**MLI26C702 INTERNATIONAL TECHNOLOGY VENTURING 6 ECTS cr**

The course qualifies for the following concentrations: MGT, GB

Instructor: Cynthia Wagner Weick  
Degree: Ph.D. (University of Pennsylvania, USA)  
Title and affiliation: Professor of Management, Eberhardt School of Business, University of the Pacific (CA, USA)

Course description
Science and technology are increasingly driving new business formation and thus economic development throughout the world. Integrating the demands of business with the demands of scientific and engineering research, however, is challenging. Skills and techniques in market, operations, and financial analysis will be applied to evaluate the international potential of technology based ventures. Teams of students will be partnered with scientists and engineers in the South-Savo region. They will evaluate the feasibility of a technology-based product or service from the standpoint of its market, intellectual property, technical, and financial potential. Team findings will be presented at the conclusion of the course.

Learning outcomes for this course, upon successful completion, include the ability to:
1) research and develop a feasibility study for a new venture that addresses the international business potential of a technology-based product or service, 2) integrate the unique needs of scientific and engineering research with the needs of a profitable business, 3) use business planning software that can be employed in technology or non-technology based contexts, 4) communicate the business potential of a technology-based venture in both verbal and written form and 5) work on an interdisciplinary team comprised of business students and professional scientists/engineers.

**MLI26C707 ENVIRONMENTAL ECONOMICS 6 ECTS cr**

The course qualifies for the following concentrations: MGT, GB

Instructor: Rita Buckley  
Degree: Ph.D. (University of Limerick, Ireland)  
Title and affiliation: Lecturer, Kemmy Business School, University of Limerick (Ireland)  
(see full CV with module 6)

Course description
The primary focus of the course is to understand the nature, scope and key concepts of environmental economics and the relationship between the economy and the environment, including the notion of “optimal level of pollution.” The tools of environmental analysis, the principles of demand and cost and the elements of economic efficiency in market and in non-market activities are also explored, a key notion here is that of ‘Market failure’. Key techniques of environmental analysis (like cost benefit analysis) are addressed. Attention is also given to concepts and dynamics of “Polluter Pays Principle” and public policy instruments (e.g. environmental taxes, subsidies, permits). Theories on the optimal allocation of renewable resources with specific application to forestry and fisheries are developed. This is followed by an investigation of the main theoretical and practical issues relating to exhaustible resources (e.g. energy). The analytical tools and principles developed earlier are applied to current developments in environmental policy in the EU and globally.

Learning outcomes for this course, upon successful completion, include the ability to:
1) know essential concepts and dynamics in environmental economics, 2) develop basic and critical appreciation of economics as applied to the environment and natural resources, 3) understand the connection between environmental quality and the economic behavior of individuals and other key economic agents, 4) relate environment and resource analysis to real world issues and circumstances through the use of practical problems and policies.
### MODULE 13  08/06 - 26/06 2009

#### Language courses:

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

#### Elective courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C010</td>
<td>INTERNATIONAL MARKETING</td>
</tr>
<tr>
<td>MLI26C653</td>
<td>INTERNATIONAL BUSINESS STRATEGY</td>
</tr>
</tbody>
</table>

#### MLI65A001  BASICS IN BUSINESS SPANISH 1

**Instructor:** Ana María Monterde Rey  
**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.  
**Target level:** A1 (Common European Framework)

#### MLI62A001  BASICS IN BUSINESS GERMAN 1

**Instructor:** Daniel Nolan  
**Degree:** Ph.D. (Northwestern University, USA)  
**Affiliation:** Visiting Instructor, College of Saint Scholastica (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.  
**Target level:** A1 (Common European Framework)

#### MLI67A001  BASICS IN BUSINESS RUSSIAN 1

**Instructor:** Tatyana Novikov  
**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.  
**Target level:** A1 (Common European Framework)
### 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:** Principal Lecturer in Marketing, De Montfort University (UK)  

**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.

### MLI26C653  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 (FL, 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 directions 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 14

**29/06 - 17/07 2009**

### Language Courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI65A002</td>
<td><strong>Basics in Business Spanish 2</strong></td>
<td>3</td>
</tr>
<tr>
<td>MLI62A002</td>
<td><strong>Basics in Business German 2</strong></td>
<td>3</td>
</tr>
<tr>
<td>MLI67A002</td>
<td><strong>Basics in Business Russian 2</strong></td>
<td>3</td>
</tr>
</tbody>
</table>

### Elective Courses:

- MLI26C679 **Intercultural Negotiations**

---

**MLI65A002 Basics in Business Spanish 2**

- **Instructor:** Ana María Monerde Rey
- **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:**

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)

---

**MLI62A002 Basics in Business German 2**

- **Instructor:** Daniel Nolan
- **Degree:** Ph.D. (Northwestern University, USA)
- **Affiliation:** Visiting Instructor, College of Saint Scholastica (USA)
- **Language of instruction:** English

**Course description:**

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)

---

**MLI67A002 Basics in Business Russian 2**

- **Instructor:** Tatyana Novikov
- **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)
The course qualifies for the following concentrations: BCC, MKT, MGT, GB

Instructor: James Kennelly
Degree: Ph.D. (New York University, USA)
Title and affiliation: Director, International Affairs Program; Professor of International Business, Skidmore College (USA)

Course description
An exploration of communication and management approaches to intercultural negotiation in international business. Focus is on the assessment, development and application of communications in intercultural negotiations with diverse contexts. Tools and methods for assessing the needs and application of negotiation styles and formats are examined. Basic to intercultural negotiation is an understanding of cultural, political and economic norms as well as the modes of presentation and communication.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand fundamental concepts of management and communication in an intercultural context, 2) understand and assess intercultural settings for the purpose of negotiating, 3) to understand and appreciate the diversity of cultural settings for communication and negotiations, 4) to identify and apply diverse formats and approaches in intercultural communications, and 5) to identify and understand different organizational contexts of conducting intercultural negotiations.
MLI26C695  MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS

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

Instructor: Sanjit Sengupta
Degree: Ph.D. (University of California, Berkeley, USA)
Title and affiliation: Professor, College of Business, San Francisco State University (CA, 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 and 4) develop actionable go-to-market programs for high-tech products and innovations.
<table>
<thead>
<tr>
<th>Module Code</th>
<th>Course Title</th>
<th>ECTS cr</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI66B101</td>
<td>FRENCH BUSINESS COMMUNICATION 1A</td>
<td>3</td>
</tr>
<tr>
<td>MLI66B102</td>
<td>FRENCH BUSINESS COMMUNICATION 1B</td>
<td>3</td>
</tr>
<tr>
<td>MLI65B101</td>
<td>SPANISH BUSINESS COMMUNICATION 1A</td>
<td>3</td>
</tr>
<tr>
<td>MLI65B102</td>
<td>SPANISH BUSINESS COMMUNICATION 1B</td>
<td>3</td>
</tr>
<tr>
<td>MLI62A101</td>
<td>GERMAN BUSINESS COMMUNICATION 1A</td>
<td>3</td>
</tr>
<tr>
<td>MLI62A102</td>
<td>GERMAN BUSINESS COMMUNICATION 1B</td>
<td>3</td>
</tr>
<tr>
<td>MLI67B101</td>
<td>RUSSIAN BUSINESS COMMUNICATION 1A</td>
<td>3</td>
</tr>
<tr>
<td>MLI67B102</td>
<td>RUSSIAN BUSINESS COMMUNICATION 1B</td>
<td>3</td>
</tr>
</tbody>
</table>

**Course description**

**MLI66B101**
- Instructor: Josiane Peltier
- Degree: Ph.D. (The University of Iowa, USA)
- Affiliation: Visiting Professor, HSE Mikkeli
- Language of instruction: English

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**
- Instructor: Josiane Peltier
- Degree: Ph.D. (The University of Iowa, USA)
- Affiliation: Visiting Professor, HSE Mikkeli
- Language of instruction: English

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**
- Instructor: Ana María Monterde Rey
- 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

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)

**MLI65B102**
- Instructor: Ana María Monterde Rey
- 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

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)
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI62A101</td>
<td>GERMAN BUSINESS COMMUNICATION 1a</td>
<td>3 ECTS cr</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Daniel Nolan</td>
<td></td>
</tr>
<tr>
<td>Degree:</td>
<td>Ph.D. (Northwestern University, USA)</td>
<td></td>
</tr>
<tr>
<td>Affiliation:</td>
<td>Visiting Instructor, College of Saint Scholastica (USA)</td>
<td></td>
</tr>
<tr>
<td>Language of instruction:</td>
<td>English</td>
<td></td>
</tr>
<tr>
<td>Course description</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>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI62A102</td>
<td>GERMAN BUSINESS COMMUNICATION 1b</td>
<td>3 ECTS cr</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Daniel Nolan</td>
<td></td>
</tr>
<tr>
<td>Degree:</td>
<td>Ph.D. (Northwestern University, USA)</td>
<td></td>
</tr>
<tr>
<td>Affiliation:</td>
<td>Visiting Instructor, College of Saint Scholastica (USA)</td>
<td></td>
</tr>
<tr>
<td>Language of instruction:</td>
<td>English</td>
<td></td>
</tr>
<tr>
<td>Course description</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>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI67B101</td>
<td>RUSSIAN BUSINESS COMMUNICATION 1a</td>
<td>3 ECTS cr</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Tatyana Novikov</td>
<td></td>
</tr>
<tr>
<td>Degree:</td>
<td>Ph.D. (Florida State University, USA)</td>
<td></td>
</tr>
<tr>
<td>Affiliation:</td>
<td>Professor of Russian, University of Nebraska at Omaha (USA)</td>
<td></td>
</tr>
<tr>
<td>Language of instruction:</td>
<td>English</td>
<td></td>
</tr>
<tr>
<td>Course description</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>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI67B102</td>
<td>RUSSIAN BUSINESS COMMUNICATION 1b</td>
<td>3 ECTS cr</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Tatyana Novikov</td>
<td></td>
</tr>
<tr>
<td>Degree:</td>
<td>Ph.D. (Florida State University, USA)</td>
<td></td>
</tr>
<tr>
<td>Affiliation:</td>
<td>Professor of Russian, University of Nebraska at Omaha (USA)</td>
<td></td>
</tr>
<tr>
<td>Language of instruction:</td>
<td>English</td>
<td></td>
</tr>
<tr>
<td>Course description</td>
<td>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)</td>
<td></td>
</tr>
</tbody>
</table>

Orientation week for new students August 24 – 30, 2009