Aalto University School of Economics
Mikkeli Campus

Bachelor’s Degree Program in International Business
BScBA

Curriculum for 2009-2010

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 Bachelor’s degree program in International Business in Mikkeli (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><strong>60</strong></td>
</tr>
<tr>
<td><strong>Required courses in Major</strong></td>
<td></td>
</tr>
<tr>
<td>Global Business Environment</td>
<td>6</td>
</tr>
<tr>
<td>Research Methods in International Business</td>
<td>6</td>
</tr>
<tr>
<td>Intercultural Management¹</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
</tr>
<tr>
<td><strong>Specialized studies in Major²</strong></td>
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</tr>
<tr>
<td>Students must choose one of the following concentrations</td>
<td>6</td>
</tr>
<tr>
<td>(and complete 30 ECTS credits) in International Business:</td>
<td>6</td>
</tr>
<tr>
<td>Marketing (MKT), Management (MGT), Business 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>
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<tr>
<td>Proficiency test</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
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<tr>
<td><strong>Minor subject studies</strong></td>
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<tr>
<td>Elective course</td>
<td>6</td>
</tr>
<tr>
<td>Students must complete 24 ECTS credits during the study abroad period. ³</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><strong>30</strong></td>
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<tr>
<td><strong>Language and Communication Courses⁴</strong></td>
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<tr>
<td>Business Communication</td>
<td>6</td>
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<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>
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</tr>
<tr>
<td><strong>Total ECTS credits</strong></td>
<td><strong>180</strong></td>
</tr>
</tbody>
</table>

1 Replaces the course International Economics in Required Courses in Major (used to be a required course also earlier, but under Specialized Studies in Major).
2 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.
3 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).
4 Those who are exempted from the study abroad requirement have to do 24 ECTS credits in the BScBA degree program.
5 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), or who have sufficient knowledge in these languages. 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>REQUIRED COURSES (BScBA9)</th>
<th>REQUIRED COURSES (BScBA8)</th>
<th>ELECTIVE COURSES</th>
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<tbody>
<tr>
<td>2009</td>
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</tr>
<tr>
<td>1</td>
<td>GLOBAL BUSINESS ENVIRONMENT (A &amp; B)</td>
<td>INTERCULTURAL MANAGEMENT (A &amp; B, group 1)</td>
<td>MANAGEMENT CULTURE AND COMMUNICATION (BCC, MGT, GB)</td>
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<tr>
<td>318-189</td>
<td>David Atkinson</td>
<td>Ellen Drozd</td>
<td>Diana Phlipps</td>
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<tr>
<td></td>
<td>PROFESSIONAL DEVELOPMENT PORTFOLIO begins (A &amp; B)</td>
<td>MANAGERIAL FINANCE (A &amp; B, group 1)</td>
<td>BUSINESS ENTERPRISE MANAGEMENT (MGT, GB)</td>
</tr>
<tr>
<td></td>
<td>Coordinator David Atkinson</td>
<td>David Volkman</td>
<td>Jiri Purdy</td>
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<tr>
<td>2</td>
<td>BUSINESS MATHEMATICS (A)</td>
<td>INTERCULTURAL MANAGEMENT (A &amp; B, group 2)</td>
<td>PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT begins (BCC, MGT, GB)</td>
</tr>
<tr>
<td>219-9/10</td>
<td>Line Urbaniczewski</td>
<td>MANAGEMENT FINANCE (A &amp; B, group 2)</td>
<td>Coordinator David Atkinson</td>
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<tr>
<td></td>
<td>BUSINESS MATHEMATICS (B)</td>
<td>Graham Miller</td>
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<tr>
<td></td>
<td>Lisa Urbaniczewski</td>
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<td>3</td>
<td>INTRODUCTION TO MANAGEMENT (A &amp; B)</td>
<td>INTERCULTURAL MANAGEMENT (A &amp; B, group 3)</td>
<td>DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS (BCC, MGT, GB)</td>
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<tr>
<td>12/10-30/10</td>
<td>J. Ronald Collins</td>
<td>MANAGEMENT FINANCE (A &amp; B, group 3)</td>
<td>Vaclav Funtiv</td>
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<tr>
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<td></td>
<td>Sheila Kilian</td>
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<tr>
<td>4</td>
<td>Advanced Professional Writing (A)</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS (A)</td>
<td>INTERNATIONAL MARKET DEVELOPMENT (MGT, GB)</td>
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<tr>
<td>2/11-2/21</td>
<td>Lesley Bailey</td>
<td>Inter-cultural Communication (B)</td>
<td>Edward Broning</td>
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<td>5</td>
<td>INTRODUCTION TO STATISTICS (A)</td>
<td>Intercultural Communication (A)</td>
<td>MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS (MGT, GB)</td>
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<tr>
<td>23/11-1/12</td>
<td>Eric West</td>
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<td>Suprateek Sarker</td>
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<td>Business Communication (A)</td>
<td>PRINCIPLES OF ECONOMICS (A)</td>
<td>INTRODUCTION TO MARKETING (B)</td>
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<tr>
<td>4/1-22/1</td>
<td>MHE language teachers</td>
<td>Taylor Foster</td>
<td>BACHELOR'S THESIS (A &amp; B)</td>
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<td>Coordinator Joan Lofgren</td>
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<td>PRINCIPLES OF ECONOMICS (A)</td>
<td>BACHELOR'S THESIS (A &amp; B)</td>
<td>EMERGING ECONOMY OF CHINA (BCC, MGT, GB)</td>
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<td>25/1-12/2</td>
<td>Antimosh Gholca</td>
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<td>Kim Yu Joseph Cheung</td>
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<td>Business Communication (B)</td>
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<td>8</td>
<td>Intercultural Communication (A&amp;B, group 1)</td>
<td>PRINCIPLES OF ACCOUNTING (A&amp;B, group 1)</td>
<td>KNOWLEDGE MANAGEMENT IN MULTINATIONAL ENTERPRISES (MGT, GB)</td>
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<tr>
<td>15/2-3/3</td>
<td>Jossane Peffer</td>
<td>Raymond A. Zimmermann</td>
<td>Pantapasa Naghialen</td>
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<td>9</td>
<td>PRINCIPLES OF ACCOUNTING (A&amp;B, group 2)</td>
<td>INTERCULTURAL COMMUNICATION (A&amp;B, group 2)</td>
<td>INTERNATIONAL MARKET DEVELOPMENT (MGT, GB)</td>
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<tr>
<td>8/3-26/3</td>
<td>Taylor Foster</td>
<td>Jossane Peffer</td>
<td>Edward Broning</td>
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<td>Intercultural Communication (A&amp;B, group 2)</td>
<td>Intercultural Communication (A&amp;B, group 3)</td>
<td>INTERNATIONAL MARKET DEVELOPMENT (MGT, GB)</td>
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<tr>
<td></td>
<td>Jossane Peffer</td>
<td>Christine Grosse</td>
<td>Edward Broning</td>
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<td>Intercultural Communication (A&amp;B, group 3)</td>
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<td>OPERATIONS MANAGEMENT (A)</td>
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<td>BUSINESS APPLICATIONS IN BUSINESS MANAGEMENT (MGT, GB)</td>
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<tr>
<td>5/4-23/4</td>
<td>Susan Grinsted</td>
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<td>Eric West</td>
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<td></td>
<td>INTRODUCTION TO MARKETING (B)</td>
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<tr>
<td></td>
<td>Phane Taj Addissee</td>
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<td>11</td>
<td>Swedish Business Communication (A&amp;B, groups 1-2)</td>
<td>PRINCIPLES OF ACCOUNTING (A&amp;B, groups 1-3)</td>
<td>INTERNATIONAL MARKET DEVELOPMENT (MGT, GB)</td>
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<td>26/1-14/5</td>
<td>MHE language teachers</td>
<td>Maria Emmanouela Paidigoskeli</td>
<td>J. Ronald Collins</td>
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<td></td>
<td>OPERATIONS MANAGEMENT (B)</td>
<td>CORPORATE SOCIAL RESPONSIBILITY (MGT, GB)</td>
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<td>Susan Grinsted</td>
<td>David Atkinson</td>
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<tr>
<td>12</td>
<td>INTRODUCTION TO MARKETING (A)</td>
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<td>INTERNATIONAL HUMAN RESOURCE MANAGEMENT (MGT, GB)</td>
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<tr>
<td>17/5-4/6</td>
<td>Maria Emmanouela Paidigoskeli</td>
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<td>Vlad Vietman</td>
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<td>OPERATIONS MANAGEMENT (B)</td>
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<tr>
<td></td>
<td>Susan Grinsted</td>
<td></td>
<td></td>
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<tr>
<td>13</td>
<td>Basics in Business Spanish 1/Anc Maria Monterde Ray</td>
<td>ENVIRONMENTAL ECONOMICS (MGT, GB)</td>
<td>Rito Buckly</td>
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<td>7/6-25/6</td>
<td>Basics in Business French 1/Jossane Peffer</td>
<td>BACHELOR'S THESIS (A &amp; B)</td>
<td>INTERNATIONAL BUSINESS STRATEGY (MGT, GB)</td>
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<td>Basics in Business German 1/Daniel Nolan</td>
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<td>Richard Gentry</td>
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<tr>
<td>14</td>
<td>Basics in Business Spanish 2/Anc Maria Monterde Ray</td>
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<td>28/5-18/7</td>
<td>Basics in Business French 2/Jossane Peffer</td>
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<td>Basics in Business German 2/Daniel Nolan</td>
<td></td>
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<tr>
<td>15</td>
<td>Spanish Business Communication 1a + 1b/Anc Maria M. Ray</td>
<td>ENTREPRENEURSHIP IN THE GLOBAL ECONOMY (MGT, GB)</td>
<td>Frank Hoy</td>
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<tr>
<td>26/7-13/8</td>
<td>French Business Communication 1a + 1b/Jossane Peffer</td>
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<td>German Business Communication 1a + 1b/Daniel Nolan</td>
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<tr>
<td>16</td>
<td>Orientation week for new students</td>
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</table>

1 The types of the courses are marked with following fonts: REQUIRED CORE COURSES
REQUIRED CORE COURSES
COURSES IN MAJOR
Language and communication courses

2 Students must choose one of these concentrations and get 30 ECTS or in International Business/Marketing (MGT), Management (MGT), Business Culture and Communication (BCC) or Global Business (GB).
MODULE 1  31/08 - 18/09 2009

Required courses:
MLI26C001  GLOBAL BUSINESS ENVIRONMENT  (BScBA 9A & 9B)
MLI20A001  PROFESSIONAL DEVELOPMENT PORTFOLIO (begins)  (BScBA 9A & 9B)
MLI26C664  INTERCULTURAL MANAGEMENT  (BScBA8, group 1)
MLI28A010  MANAGERIAL FINANCE  (BScBA8, group 1)

Elective courses:
MLI26C684  MANAGEMENT CULTURE AND COMMUNICATION
MLI26C710  BUSINESS ENTERPRISE MANAGEMENT
MLI26C703  PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT

MLI26C001  GLOBAL BUSINESS ENVIRONMENT  6 ECTS cr
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  6 ECTS cr
Part 1: Orientation to university studies (3 ECTS cr)
Part 2: Computer applications (2 ECTS cr)
Part 3: Academic writing (1 ECTS cr)

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

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

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

### MLI26C684 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.
MLI26C710  BUSINESS ENTERPRISE MANAGEMENT  6 ECTS cr

The course qualifies for the following concentrations:  MGT, GB

Instructor:  Jill Purdy
Degree:  Ph.D. (Pennsylvania State University, USA)
Title and affiliation:  Associate Professor, University of Washington, Tacoma (USA)

Course description
Business Enterprise Management integrates key business knowledge (management, marketing, accounting and finance) with the functions of management (planning, leading, organizing and controlling) through a dynamic, competitive computer simulation. Students gain experience in applying their knowledge to business situations and making business decisions while considering issues such as social responsibility and the global context for business. Interpersonal, technical, and problem solving skills are emphasized.

Learning outcomes for this course, upon successful completion, include the ability to:
1) recognize the economic, legal, technical, social, and cultural forces that influence businesses globally, 2) recognize and appreciate the ethical responsibilities of managers, 3) work effectively with a team to make sound decisions, solve problems and communicate effectively, 4) develop business and marketing strategies to compete in a oligopoly context, 5) use accounting and financial statements to plan and carry out strategies for business success.

MLI26C703  PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT  6 ECTS cr

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

Coordinator:  Joan Lofgren
Degree:  Ph.D. (Columbia University, USA)
Title and affiliation:  Program Director, Aalto University School of Economics, Mikkeli Campus (Finland)

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 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 2  
### 21/09 - 09/10 2009

### Required courses:
- **MLI34A030**  BUSINESS MATHEMATICS (BScBA 9A)
- **MLI34A030**  BUSINESS MATHEMATICS (BScBA 9B)
- **MLI26C664**  INTERCULTURAL MANAGEMENT (BScBA 8, group 2)
- **MLI28A010**  MANAGERIAL FINANCE (BScBA 8, group 2)

### Elective courses:
- **MLI26C609**  MARKETING IN RUSSIA
- **MLI26C659**  BUSINESS IN AFRICA

### MLI34A030  BUSINESS MATHEMATICS (BScBA 9A)  6 ECTS cr

**Instructor:** Lise Urbaczewski  
**Degree:** M.Sc. in Information Systems (Eastern Michigan University, USA)  
**Title and affiliation:** 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.

### MLI34A030  BUSINESS MATHEMATICS (BScBA 9B)  6 ECTS cr

**Instructor:** Lise Urbaczewski  
**Degree:** M.Sc. in Information Systems (Eastern Michigan University, USA)  
**Title and affiliation:** 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.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>ECTS cr</th>
<th>Instructor/Title and Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C664</td>
<td>INTERCULTURAL MANAGEMENT</td>
<td>6</td>
<td>J. Ronald Collins, Ph.D. (University of Massachusetts, USA)</td>
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<tr>
<td></td>
<td><strong>Course description</strong></td>
<td></td>
<td>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.</td>
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<tr>
<td></td>
<td><strong>Learning outcomes</strong></td>
<td></td>
<td>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.</td>
</tr>
<tr>
<td>MLI28A010</td>
<td>MANAGERIAL FINANCE</td>
<td>6</td>
<td>Graham Mitenko, Ph.D. (The University of Memphis, USA)</td>
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<tr>
<td></td>
<td><strong>Course description</strong></td>
<td></td>
<td>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.</td>
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<tr>
<td></td>
<td><strong>Learning outcomes</strong></td>
<td></td>
<td>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.</td>
</tr>
<tr>
<td>MLI26C609</td>
<td>MARKETING IN RUSSIA</td>
<td>6</td>
<td>Valery Funtov, Ph.D. (St. Petersburg State University, Russia)</td>
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<tr>
<td></td>
<td><strong>Course description</strong></td>
<td></td>
<td>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.</td>
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<tr>
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<td><strong>Learning outcomes</strong></td>
<td></td>
<td>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.</td>
</tr>
</tbody>
</table>
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: Associate Professor, 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.
### 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)  
(see full CV with module 2)  

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

**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.
### ML128A010 MANAGERIAL FINANCE 6 ECTS cr

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

### ML126C696 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:** Program Director, Aalto University School of Economics, Mikkel Campus (Finland)

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

#### Learning outcomes for this course, upon successful completion, include the ability to:
1) generally understand the key historical factors that have shaped the present-day Baltic economies, in particular the legacy of the Soviet economic system; 2) know the main features of the current Baltic economies relative to other economies in the region; 3) understand the significance of EU membership for the future of the Baltic economies; and 4) be aware of the challenges and opportunities facing foreign business partners operating in these countries.
The course qualifies for the following concentrations: BCC, 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.
## MODULE 4  
02/11 - 20/11 2009

### Required courses:

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>MLI61C620</td>
<td>ADVANCED PROFESSIONAL WRITING</td>
<td>6</td>
</tr>
<tr>
<td>MLI36A020</td>
<td>INTRODUCTION TO STATISTICS</td>
<td>6</td>
</tr>
<tr>
<td>MLI26C693</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS</td>
<td>6</td>
</tr>
<tr>
<td>MLI61C610</td>
<td>INTERCULTURAL COMMUNICATION</td>
<td>6</td>
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</tbody>
</table>

### Elective course:

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<tbody>
<tr>
<td>MLI26C687</td>
<td>INTERNATIONAL MARKET DEVELOPMENT</td>
<td>6</td>
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</tbody>
</table>

### Course description

**Advanced Professional Writing**

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

**Instructor:** Lesley Bailey  
**Degree:** M.A., English Studies (Western Washington University, USA)  
**Title and affiliation:** Director, Experiential Education, University of Arizona (USA)

**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
5. develop aids and assistance for continuing development of effective writing

**Introduction to Statistics**

**Instructor:** Gur Mosheiov  
**Degree:** Ph.D. (Columbia University, USA)  
**Title and affiliation:** 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
10. use a data manipulation software package to present solutions.
### MLI26C693 RESEARCH METHODS IN INTERNATIONAL BUSINESS 6 ECTS cr

**Instructor:** Joan Loğren  
**Degree:** Ph.D. (Columbia University, USA)  
**Title and affiliation:** Program Director, Aalto University School of Economics, Mikkeli Campus (Finland)

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

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

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### MLI61C610 INTERCULTURAL COMMUNICATION 6 ECTS cr

**Instructor:** Josiane Peltier  
**Degree:** Ph.D. (The University of Iowa, USA)  
**Title and affiliation:** Visiting Professor, HSE Mikkeli

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

Instructor: Edward R. Bruning
Degree: Ph.D. (University of Alabama, USA)
Title and affiliation: Professor of Marketing, Asper School of Business, University of Manitoba (Winnipeg, Canada)

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

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

**23/11 - 11/12 2009**

**Required courses:**
- **MLI36A020** INTRODUCTION TO STATISTICS (BScBA 9A)
- **MLI61C620** ADVANCED PROFESSIONAL WRITING (BScBA 9B)
- **MLI61C610** INTERCULTURAL COMMUNICATION (BScBA 8A)
- **MLI26C693** RESEARCH METHODS IN INTERNATIONAL BUSINESS (BScBA 8B)

**Elective course:**
- **MLI26C680** MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS

#### MLI36A020 INTRODUCTION TO STATISTICS 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**

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

**Instructor:** Lesley Bailey  
**Degree:** M.A., English Studies (Western Washington University, USA)  
**Title and affiliation:** Director, Experiential Education, University of Arizona (USA) (see full CV with module 4)

**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.
MLI61C610  INTERCULTURAL COMMUNICATION  6 ECTS cr

Instructor: Josiane Peltier  
Degree: Ph.D. (The University of Iowa, USA)  
Title and affiliation: Visiting Professor, HSE Mikkeli  
(see full CV with module 4)

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.

MLI26C693  RESEARCH METHODS IN INTERNATIONAL BUSINESS  6 ECTS cr

Instructor: Dale Fodness  
Degree: Ph.D. (The Florida State University, USA)  
Title and affiliation: Associate Professor, University of Dallas (TX, USA)

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.

MLI26C680  MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS  6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

Instructor: Suprateek Sarker  
Degree: Ph.D. (University of Cincinnati, USA)  
Title and affiliation: Professor, Copenhagen Business School (Denmark)

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

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand the concepts and language of management information systems and implications for international business, 2) understand, evaluate, and assess the financial viability of IT projects, 3) understand and use basic project management tools, 4) comprehend the role played by telecommunication in the IT management process, 5) evaluate IT asset acquisition and disposal strategies, 6) know and understand how IT systems are acquired, developed, and managed to achieve specific organizational objectives, 7) understand information security concerns in an organization and their respective resolution, and 8) understand the implications of emerging IT for organizations and society.
**MODULE 6** 04/01 - 22/01 2010

**Required courses:**
- ML61A160 BUSINESS COMMUNICATION (BScBA 9A)
- ML31A002 PRINCIPLES OF ECONOMICS (BScBA 9B)

**Elective courses:**
- ML26C634 INTERNATIONAL ECONOMICS
- ML26C708 INDUSTRIAL ORGANIZATION
- ML26C633 BRAND MANAGEMENT

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**ML61A160 BUSINESS COMMUNICATION** 6 ECTS cr

**Instructors:** Department of languages and communication, Aalto University School of Economics

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

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

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**ML31A002 PRINCIPLES OF ECONOMICS** 6 ECTS cr

**Instructor:** Rita Buckley  
**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.

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**ML26C634 INTERNATIONAL ECONOMICS** 6 ECTS cr

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

**Instructor:** Vani Kotcherlakota  
**Degree:** Ph.D. (Andhra University, India)  
**Title and affiliation:** Professor of Economics, University of Nebraska at Kearney (USA)

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

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) know and understand basic concepts in international economics, 2) know and understand fundamental economic theory applied to international business, 3) determine economic information needs for international management, 4) identify information resources for international economic data, trends, and activity, and 5) analyze current activity in the international economy.
MLI26C708  INDUSTRIAL ORGANIZATION  6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

Instructor: Edward R. Bruning
Degree: Ph.D. (University of Alabama, USA)
Title and affiliation: Professor of Marketing, Asper School of Business, University of Manitoba (Winnipeg, Canada)

Course description
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.

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

MLI26C633  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  25/01 - 12/02 2010

Required courses:
MLI31A002  PRINCIPLES OF ECONOMICS (BScBA 9A)
MLI61A160  BUSINESS COMMUNICATION (BScBA 9B)
MLI26C012  BACHELOR’S THESIS (modules 7 and 10) (BScBA 8)

Elective courses:
MLI26C676  EMERGING ECONOMY OF CHINA

MLI31A002  PRINCIPLES OF ECONOMICS  6 ECTS cr
Instructor:  Animesh Ghoshal
Degree:  Ph.D. (University of Michigan, USA)
Title and affiliation:  Professor of Economics, DePaul University (USA)

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:  Department of languages and communication, Aalto University School of Economics

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 (modules 7 and 10)  Bachelor’s Thesis, 10 ECTS cr
Thesis Seminar, 2 ECTS cr
Coordinator:  Joan Lofgren
Degree:  Ph.D. (Columbia University, USA)
Title and affiliation:  Program Director, Aalto University School of Economics, Mikkeli Campus (Finland)

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: BCC, MGT, GB

Instructor: Joseph Kin Yu Cheung  
Degree: Ph.D. (Tsinghua University, China)  
Title and affiliation: Course Senior Lecturer, Tsinghua University (China)

Course description
An intensive examination of the opportunities and challenges of the emerging markets of China. As the largest potential world market, China is examined as a transitional and emerging economy in international trade. Focus is given to forms of economy and economic development, the role of private and public sector initiatives, organizational development, demographic underpinnings of market potential, and the role of China as a major entity in international agreements and trade organizations.

Learning outcomes for this course, upon successful completion, include the ability to:
1) comprehend and understand the vast and diverse markets of China, 2) understand the nature of economic development under rapidly evolving conditions, 3) to identify and understand the evolution of fundamental elements of infrastructure that influence the direction of market development, 4) identify the nature of organizational development in the conduct of business, 5) identify and understand the nature of foreign investment in China, and 6) identify and assess the role of China vis-à-vis international organizations.
MODULE 8 15/02 - 05/03 2010

Required courses:
MLI61C610 INTERCULTURAL COMMUNICATION (BScBA 9, group 1)
MLI22A002 PRINCIPLES OF ACCOUNTING (BScBA 9, group 1)

Elective courses:
MLI26C678 KNOWLEDGE MANAGEMENT IN MULTINATIONAL ENTERPRISES
MLI26C687 INTERNATIONAL MARKET DEVELOPMENT
MLI26C604 DOING BUSINESS IN THE EU

MLI61C610 INTERCULTURAL COMMUNICATION 6 ECTS cr
Instructor: Josiane Peltier
Degree: Ph.D. (The University of Iowa, USA)
Title and affiliation: Visiting Professor, Aalto University School of Economics, Mikkeli Campus
(see full CV with module 4)
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.

MLI22A002 PRINCIPLES OF ACCOUNTING 6 ECTS cr
Instructor: Raymond A. Zimmermann
Degree: Ph.D. (Texas Tech University, USA)
Title and affiliation: Associate Professor, University of Texas at El Paso (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.
### MLI26C678 KNOWLEDGE MANAGEMENT IN MULTINATIONAL ENTERPRISES  6 ECTS cr

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

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

**Course description**

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

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

1) understand the main concepts and strategies for creating and managing intellectual and knowledge assets in multinational corporations,  
2) understand the dynamics of knowledge creation, transfer, knowledge implementation and organizational learning,  
3) understand the relevance of culture when managing knowledge in information intensive global organizations,  
4) understand the challenges for multinational enterprises to resolve when transferring internal knowledge, and 5) know how to use benchmarking and other tools to measure the strategic impact of knowledge and intellectual assets in multinational organizations.

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### MLI26C687 INTERNATIONAL MARKET DEVELOPMENT  6 ECTS cr

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

**Instructor:**  Edward R. Bruning  
**Degree:**  Ph.D. (University of Alabama, USA)  
**Title and affiliation:**  Professor of Marketing, Asper School of Business, University of Manitoba (Winnipeg, Canada)  

**Course description**

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

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

1) understand a number of useful research methods for conducting a country analysis, competitor analysis, and market audit,  
2) understand a number of marketing strategy alternatives that could be employed in entering a foreign market,  
3) be capable of locating and assessing information sources for conducting the market development tasks,  
4) learn to analyze primary and secondary data in order to estimate market demand, market share, and price sensitivity, and  
5) develop a marketing plan that includes resource needs, timelines for implementation, and control measures after the marketing plan is launched.
The course provides a look at the European Union and its impact on businesses. Topics to be covered in the course include: Europe in the world economy, the development of the EU, EU legal framework for business, regulatory issues in various industries, EU competition policy, strategies for European industries and companies. Also, it presents information on particular countries of Europe as a market area. It addresses the strategic and tactical issues of e.g. Finnish firms operating in Europe. Case studies are utilized to illustrate company operations.

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

1) develop the students’ understanding of the impact of the European Union on the strategies and managerial issues of internationally operating European firms - particular attention is given to the competitiveness of European industries and companies, both within Europe and in competition against North American and East Asian companies, 2) understand the various business operation modes of (Finnish) firms in the European Union, and 3) assess the feasibility and the strengths and weaknesses of various modes in the EU framework.
## MODULE 9  08/03 - 26/03 2010

### Required courses:
- **ML122A002**  
  **PRINCIPLES OF ACCOUNTING**  
  (BScBA 9, group 2)
- **ML161C610**  
  **INTERCULTURAL COMMUNICATION**  
  (BScBA 9, group 2)
- **ML161C610**  
  **INTERCULTURAL COMMUNICATION**  
  (BScBA 9, group 3)

### Elective courses:
- **ML126C705**  
  **COMPUTER APPLICATIONS IN BUSINESS MANAGEMENT**
- **ML126C659**  
  **BUSINESS IN AFRICA**

### MLI22A002  **PRINCIPLES OF ACCOUNTING**  6 ECTS cr

**Instructor:** Taylor Foster  
**Degree:** Ph.D. (The Pennsylvania State University, USA)  
**Title and affiliation:** Visiting Professor of Accounting, New Mexico State 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.

### MLI61C610  **INTERCULTURAL COMMUNICATION**  6 ECTS cr

**Instructor:** Josiane Peltier  
**Degree:** Ph.D. (The University of Iowa, USA)  
**Title and affiliation:** Visiting Professor, Aalto University School of Economics, Mikkeli Campus  
(see full CV with module 4)

**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.
### MLI61C610  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.

### 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)  
(see full CV with module 5)

**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: Associate Professor, 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 05/04 - 23/04 2010

**Required courses:**
- MLI21C617 OPERATIONS MANAGEMENT (BScBA 9A)
- MLI23A020 INTRODUCTION TO MARKETING (BScBA 9B)
- MLI26C012 BACHELOR´S THESIS (modules 7 and 10) (BScBA 8)

**Elective courses:**
- MLI26C653 INTERNATIONAL BUSINESS STRATEGY

**MLI21C617 OPERATIONS MANAGEMENT 6 ECTS cr**

**Instructor:** Susan Grinstead

**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.

**MLI23A020 INTRODUCTION TO MARKETING 6 ECTS cr**

**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 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.

**MLI26C012 BACHELOR´S THESIS (modules 7 and 10) Bachelor´s Thesis, 10 ECTS cr Thesis Seminar, 2 ECTS cr**

**Coordinator:** Joan Lofgren

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

**Title and affiliation:** Program Director, Aalto University School of Economics, Mikkeli Campus (Finland)

**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.
| 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.
### MODULE 11  26/04 - 14/05 2010

#### Language courses:

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<td>MLI72A100</td>
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<td>INTERNATIONAL ORGANIZATIONAL BEHAVIOR</td>
</tr>
<tr>
<td>MLI26C685</td>
<td>CORPORATE SOCIAL RESPONSIBILITY</td>
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#### Instructors:

- Tuija Nikko, Marja-Leena Sarvikivi
- Sonja Kniivilä

#### Affiliation:

Department of languages and communication, Aalto University
School of Economics

#### Language of instruction:

- Finnish

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#### Course description

**MLI72A100 SWEDISH BUSINESS COMMUNICATION 3 ECTS cr**

- Instructors: Tuija Nikko, Marja-Leena Sarvikivi
- Affiliation: Department of languages and communication, Aalto University
- School of Economics
- Language of instruction: Finnish

**Course description**

Kurssilla opitaan selviytymään talouselämän eri tehtävistä ruotsiksi niin kirjallisesti kuin suullisesti, tuottamaan kirjallisia ja suullisia tekstejä talouselämän keskeisiltä aloilta, ymmärtämään alan ruotsalaisia ammattilehteitä ja muiden medioiden tarjontaa ruotsiksi sekä toimimaan vuorovaikutteisesti. Kurssilla luetaan itseäsiestä talouskieleiden tekstejä ja tehdään tekstien pohjautuvia suullisia ja kirjallisia harjoituksia sekä syvennetään talouden erikoiskielten osaamista suullisesti ja kirjallisesti.


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**MLI71A100 FINNISH BUSINESS COMMUNICATION 3 ECTS cr**

- Instructor: Sonja Kniivilä
- Affiliation: Department of languages and communication, Aalto University
- School of Economics
- Language of instruction: Finnish

**Course description**


**Puheviestinnän** harjoituksissa keskitytään analysoimaan puhe-esitysten eri muotoja, määritellään esitysten keskeisiä kriteerejä sekä perehdytetään sanallisiin ja sanattomiin vaikuttimiskeinoihin. Yksilöesitysten ja ryhmäk ancesteljien avulla harjoitellaan erilaisia vuorovaikutustilanteita. Harjoituksissa käytetään videoita.

**Kirjallisen yritysviestinnän** osiossa analysoidaan tilanteemukaista kirjallista yritysviestintää ja harjoitellaan liiketekstien kirjoittamista; liiketeksteistä tarkasteltavina ovat erityisesti tiedotteet ja suostuttelevat markkinointikiirjeet.
**MLI26C652  INTERNATIONAL ORGANIZATIONAL BEHAVIOR**  
6 ECTS cr  

The course qualifies for the following concentrations: MGT, GB  

Instructor: J. Ronald Collins  
Degree: Ph.D. (University of Massachusetts, USA)  
Title and affiliation: Professor and Director of International Programs, University of Prince Edward Island (Canada) (retired)  
(see full CV with module 2)  

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

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

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**MLI26C685  CORPORATE SOCIAL RESPONSIBILITY**  
6 ECTS cr  

The course qualifies for the following concentrations: MGT, GB  

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

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

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) understand the development and nature of the concept of corporate social responsibility, 2) know and understand the diverse nature of groups and organizations involved in corporate social responsibility, 3) assess the role and value of corporate codes of conduct, 4) understand the interface of corporate and governmental entities in pursuing corporate social responsibility, and 5) assess the effectiveness of diverse mechanisms of social accountability of corporate performance.
## Module 12
**Required Courses:**
- MLI23A020 INTRODUCTION TO MARKETING (BScBA 9A)
- MLI21C617 OPERATIONS MANAGEMENT (BScBA 9B)

## Elective Courses:
- MLI26C651 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

### MLI23A020 INTRODUCTION TO MARKETING 6 ECTS cr
**Instructor:** Maria Emmanouela Plakogiannaki  
**Degree:** Doctoral Degree (University of Strathclyde, UK)  
**Title and Affiliation:** Assistant Professor, Aristotle University of Thessaloniki (Greece)

**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) know and understand ethical dilemmas in marketing.

### MLI21C617 OPERATIONS MANAGEMENT 6 ECTS cr
**Instructor:** Susan Grinsted  
**Degree:** Ph D. (University of Warwick, UK)  
**Title and Affiliation:** Director, Burman Associates (UK)  
(see full CV with module 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.
MLI26C651 INTERNATIONAL HUMAN RESOURCE MANAGEMENT 6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

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

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.
### MODULE 13  07/06 - 25/06 2010

**Language courses:**

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<td>BASICS IN BUSINESS SPANISH 1</td>
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<td>BASICS IN BUSINESS GERMAN 1</td>
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**Elective courses:**

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<td>INTERNATIONAL BUSINESS STRATEGY</td>
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**MLI66A001  BASICS IN BUSINESS FRENCH 1**  

- **Instructor:** Josiane Peltier  
- **Degree:** Ph.D. (The University of Iowa, USA)  
- **Affiliation:** Visiting Professor, Aalto University School of Economics, Mikkeli Campus (see full CV with module 4)  
- **Language of instruction:** English  

**Course description**

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

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

**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.

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

**MLI62A001  BASICS IN BUSINESS GERMAN 1**  

- **Instructor:** Daniel Nolan  
- **Degree:** Ph.D. (Northwestern University, USA)  
- **Affiliation:** Visiting Assistant Professor in German Department, University of Minnesota, Duluth (MN, USA)  
- **Language of instruction:** English  

**Course description**

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

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

### MLI26C653  INTERNATIONAL BUSINESS STRATEGY  6 ECTS cr

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

**Instructor:** Richard Gentry  
**Degree:** Ph.D. (University of Florida, USA)  
**Title and affiliation:** Assistant Professor, University of Mississippi (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.
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tr>
<td>MLI62A002</td>
<td>BASICS IN BUSINESS GERMAN 2</td>
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**Language courses:**

**MLI66A002 BASICS IN BUSINESS FRENCH 2 (BScBA 9)**

**Instructor:** Josiane Peltier
**Degree:** Ph.D. (The University of Iowa, USA)
**Affiliation:** Visiting Professor, Aalto University School of Economics, Mikkeli Campus (see full CV with module 4)
**Language of instruction:** English

**Course description**

To increase the knowledge in basic structures of the language and basic vocabulary in every day life, and to get the basic business vocabulary. The goal is to manage in some of the common everyday and business situations (travel and meeting arrangements and company visits) and to get to know the customs of the country.

Beginning level A1, Target level A2 (Common European Framework)

**MLI65A002 BASICS IN BUSINESS SPANISH 2 (BScBA 9)**

**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) (see full CV with module 13)
**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 (BScBA 9)**

**Instructor:** Daniel Nolan
**Degree:** Ph.D. (Northwestern University, USA)
**Affiliation:** Visiting Assistant Professor in German Department, University of Minnesota, Duluth (MN, USA) (see full CV with module 13)
**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)
The course qualifies for the following concentrations: MGT, GB

Instructor: Frank Hoy
Degree: Ph.D. (Texas A & M University, USA)
Title and affiliation: Paul R. Beswick Professor of Entrepreneurship, Worcester Polytechnic Institute (USA)

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.
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<td>Elective courses:</td>
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<td>MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS</td>
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**Course Description**

**MLI66B101**

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**

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**

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)
### SPANISH BUSINESS COMMUNICATION 1b

**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) (see full CV with module 13)  
**Language of instruction:** English  

**Course description:** 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)

### GERMAN BUSINESS COMMUNICATION 1a

**Instructor:** Daniel Nolan  
**Degree:** Ph.D. (Northwestern University, USA)  
**Affiliation:** Visiting Assistant Professor in German Department, University of Minnesota, Duluth (MN, USA) (see full CV with module 13)  
**Language of instruction:** English  

**Course description:** 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)

### GERMAN BUSINESS COMMUNICATION 1b

**Instructor:** Daniel Nolan  
**Degree:** Ph.D. (Northwestern University, USA)  
**Affiliation:** Visiting Assistant Professor in German Department, University of Minnesota, Duluth (MN, USA) (see full CV with module 13)  
**Language of instruction:** English  

**Course description:** 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)
**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.

23/08 - 27/08 2010  Orientation week for new students