Aalto University School of Economics
Mikkeli Campus

Bachelor’s Degree Program in International Business
BScBA

Curriculum for 2010-2011

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 Management</td>
<td>6</td>
</tr>
<tr>
<td><strong>Specialized studies in Major</strong></td>
<td></td>
</tr>
<tr>
<td>Students must choose one of the following concentrations and complete 30 ECTS credits in International Business:</td>
<td>6</td>
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<tr>
<td>Marketing (MKT), Management (MGT), Business Culture and Communication (BCC) or Global Business (GB)</td>
<td>6</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
</tr>
<tr>
<td><strong>Minor subject studies</strong></td>
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<tr>
<td>Elective course</td>
<td>6</td>
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<tr>
<td>Students must complete 24 ECTS credits during the study abroad period.</td>
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<tr>
<td>A minimum of 18 of the study abroad ECTS credits must be in the field of business.</td>
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</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>
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</tr>
<tr>
<td>Bachelor’s thesis</td>
<td>10</td>
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<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>Language and Communication Courses</strong></td>
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<tr>
<td>Business Communication</td>
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<tr>
<td>Intercultural Communication</td>
<td>6</td>
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<tr>
<td>Advanced Professional Writing</td>
<td>6</td>
</tr>
<tr>
<td>Foreign language (other foreign language; Spanish, French, Russian or German)</td>
<td>6</td>
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<tr>
<td>Finnish Business Communication</td>
<td>3</td>
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<tr>
<td>Swedish Business Communication</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
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<tr>
<td><strong>Total ECTS credits</strong></td>
<td><strong>180</strong></td>
</tr>
</tbody>
</table>

1 Different elective courses of International Business in all concentrations will be arranged each academic year. Global Business concentration may include elective courses from all the other concentrations in International Business.
2 These six (6) ECTS credits (from the elective course) can for example be received from extra courses in second foreign language (e.g. Basics in Business French 1 and 2).
3 Those who are exempted from the study abroad requirement have to do 24 ECTS credits in the BScBA degree program.
4 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.
### BScBA CURRICULUM 2010-2011

<table>
<thead>
<tr>
<th>MODULE</th>
<th>REQUIRED COURSES (BScBA10)</th>
<th>REQUIRED COURSES (BScBA9)</th>
<th>ELECTIVE COURSES</th>
</tr>
</thead>
<tbody>
<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>
</tr>
<tr>
<td></td>
<td>Joann Lofgren</td>
<td>Ellen Drost</td>
<td>Diana Phelps</td>
</tr>
<tr>
<td>2</td>
<td>BUSINESS MATHEMATICS (A)</td>
<td>INTERCULTURAL MANAGEMENT (A&amp;B, group 2)</td>
<td>MANAGEMENT IN AFRICA (BCC, MKT, MB, GB)</td>
</tr>
<tr>
<td></td>
<td>Eric West</td>
<td>Christine Grossae</td>
<td>Forogt Kiru</td>
</tr>
<tr>
<td>3</td>
<td>BUSINESS MATHEMATICS (B)</td>
<td>INTERCULTURAL MANAGEMENT (A&amp;B, group 3)</td>
<td>INTERNATIONAL MARKETING (MBK, GB)</td>
</tr>
<tr>
<td></td>
<td>J. Ronald Collins</td>
<td>Veronica Velo</td>
<td>Mathumbedi Banerjee and Joel Matenon</td>
</tr>
<tr>
<td>4</td>
<td>INTRODUCTION TO MANAGEMENT (A)</td>
<td>INTERCULTURAL MANAGEMENT (A&amp;B, group 4)</td>
<td>PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT begins</td>
</tr>
<tr>
<td></td>
<td>J. Ronald Collins</td>
<td>Viewe Grosse</td>
<td>BCC, MKT, GB, Joan Lofgren</td>
</tr>
<tr>
<td>5</td>
<td>PRINCIPLES OF ACCOUNTING (A&amp;B, group 1)</td>
<td>BUSINESS LAW AND ETHICS (A)</td>
<td>MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS (MBG, MBG)</td>
</tr>
<tr>
<td></td>
<td>Joann Lofgren</td>
<td>Ross Kamal Barhan</td>
<td>Supratik Sarker</td>
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<tr>
<td>6</td>
<td>Business Communication (A)</td>
<td>BACHELOR’S THESIS (A &amp; B)</td>
<td>BRAND MANAGEMENT (MBK, MBG, GB)</td>
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<td></td>
<td>Aalto SE language teachers</td>
<td>Coordinator Joan Lofgren</td>
<td>Phani Tej Addam</td>
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<td>7</td>
<td>PRINCIPLES OF ACCOUNTING (A&amp;B, group 2)</td>
<td>GREEN MANAGEMENT (MBG, MBG)</td>
<td>DOING BUSINESS IN RUSSIA (BCC, MBG, MBG)</td>
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<tr>
<td></td>
<td>Josiane Peltier</td>
<td>Olga Markelina and Andrew Paterson</td>
<td>Anubhav Mehta</td>
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<tr>
<td>8</td>
<td>Intercultural Communication (A&amp;B, group 3)</td>
<td>INTRODUCTION TO MARKETING (B)</td>
<td>GENDER AND COMMUNICATION IN THE INTERNATIONAL WORKPLACE (MBG, MBG)</td>
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<tr>
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<td>John Ahern</td>
<td>Susan Grinsted</td>
<td>Kristen Collins</td>
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<td>9</td>
<td>PRINCIPLES OF ACCOUNTING (A&amp;B, group 4)</td>
<td>OPERATIONS MANAGEMENT (B)</td>
<td>INTERNATIONAL MARKET DEVELOPMENT (MBG, MBG)</td>
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<tr>
<td></td>
<td>Josiane Peltier</td>
<td>Susan Grinsted</td>
<td>Roberta Veale</td>
</tr>
<tr>
<td>10</td>
<td>OPERATIONS MANAGEMENT (A)</td>
<td>BACHELOR’S THESIS (A &amp; B)</td>
<td>CORPORATE SOCIAL RESPONSIBILITY (MBG, MBG)</td>
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<tr>
<td></td>
<td>Susan Grinsted</td>
<td>Coordinator Joan Lofgren</td>
<td>Sheila Killam</td>
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<tr>
<td>11</td>
<td>Swedish Business Communication (A&amp;B, groups 1-2)</td>
<td>EMERGING ECONOMY OF CHINA (BCC, MBG, MBG)</td>
<td>INTERNATIONAL ORGANIZATIONAL BEHAVIOR (MBG, MBG)</td>
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<td>Aalto SE language teachers</td>
<td>Maria Emmanuella Phoqisamaki</td>
<td>J. Ronald Collins</td>
</tr>
<tr>
<td>12</td>
<td>INTRODUCTION TO MARKETING (A)</td>
<td>OPERATIONS MANAGEMENT (B)</td>
<td>INTERNATIONAL BUSINESS STRATEGY (MBG, MBG)</td>
</tr>
<tr>
<td></td>
<td>Maria Emmanuella Phoqisamaki</td>
<td>Susan Grinsted</td>
<td>John Kraft</td>
</tr>
<tr>
<td>13</td>
<td>Basics in Business French 1</td>
<td>Basics in Business Spanish 1 Ana Maria Monteseda Ray</td>
<td>EMERGING ECONOMY OF CHINA (BCC, MBG, MBG)</td>
</tr>
<tr>
<td></td>
<td>Joanna Peltier</td>
<td>Ana Maria Monteseda Ray</td>
<td>Joseph Cheung</td>
</tr>
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<td>14</td>
<td>Basics in Business Russian 1 Tatiana Novikov</td>
<td>Basics in Business Spanish 2 Ana Maria Monteseda Ray</td>
<td>BUSINESS CONSULTING IN THE GLOBAL ECONOMY (BCC, MBG, MBG)</td>
</tr>
<tr>
<td>15</td>
<td>Basics in Business Russian 2 Tatiana Novikov</td>
<td>Basics in Business Spanish 2 Ana Maria Monteseda Ray</td>
<td>Bawar Bokhida</td>
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<tr>
<td>16</td>
<td>Basics in Business French 2 Joanna Peltier</td>
<td>French Business Communication 1a + 1b Joanna Peltier</td>
<td>MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS (MBG, MBG)</td>
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<tr>
<td>17</td>
<td>Basics in Business Spanish 2 Ana Maria Monteseda Ray</td>
<td>Spanish Business Communication 1a + 1b Juan Carlos Barrera</td>
<td>Sarju Sapongia</td>
</tr>
<tr>
<td>18</td>
<td>Russian Business Communication 1a + 1b Tatiana Novikov</td>
<td>Russian Business Communication 1a + 1b Tatiana Novikov</td>
<td>Language and communication courses</td>
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### MODULE 1  30/08 - 17/09 2010

**Required courses:**
- MLI26C001  GLOBAL BUSINESS ENVIRONMENT  (BScBA 10A&B)
- MLI20A001  PROFESSIONAL DEVELOPMENT PORTFOLIO  (BScBA 10A&B)
- MLI26C664  INTERCULTURAL MANAGEMENT  (BScBA9, group 1)
- MLI28A010  MANAGERIAL FINANCE  (BScBA9, group 1)

**Elective courses:**
- MLI26C684  MANAGEMENT CULTURE AND COMMUNICATION
- MLI26C659  BUSINESS IN AFRICA

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tr>
<td>MLI26C001</td>
<td>GLOBAL BUSINESS ENVIRONMENT</td>
<td>6 ECTS cr</td>
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<td>MLI20A001</td>
<td>PROFESSIONAL DEVELOPMENT PORTFOLIO begins</td>
<td>6 ECTS cr</td>
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<td>Part 1: Orientation to university studies (3 ECTS cr)</td>
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<td></td>
<td>Part 2: Computer applications (2 ECTS cr)</td>
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<td></td>
<td>Part 3: Academic writing (1 ECTS cr)</td>
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<tr>
<td>MLI26C664</td>
<td>INTERCULTURAL MANAGEMENT</td>
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<td>MLI28A010</td>
<td>MANAGERIAL FINANCE</td>
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<tr>
<td>MLI26C684</td>
<td>MANAGEMENT CULTURE AND COMMUNICATION</td>
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</tr>
<tr>
<td>MLI26C659</td>
<td>BUSINESS IN AFRICA</td>
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</table>

**Instructor:** Joan Lofgren  
**Degree:** Ph.D. (Columbia University, USA)  
**Title and affiliation:** Program Director, Aalto 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, 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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI20A001</td>
<td>PROFESSIONAL DEVELOPMENT PORTFOLIO begins</td>
<td>6 ECTS cr</td>
</tr>
<tr>
<td></td>
<td>Part 1: Orientation to university studies (3 ECTS cr)</td>
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<tr>
<td></td>
<td>Part 2: Computer applications (2 ECTS cr)</td>
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<tr>
<td></td>
<td>Part 3: Academic writing (1 ECTS cr)</td>
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</table>

**Coordinator:** Joan Lofgren  
**Degree:** Ph.D. (Columbia University, USA)  
**Title and affiliation:** Program Director, Aalto 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.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Instructor</th>
<th>Degree</th>
<th>Title and Affiliation</th>
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<tr>
<td>MLI26C664</td>
<td>INTERCULTURAL MANAGEMENT</td>
<td>6 ECTS</td>
<td>Ellen Drost</td>
<td>Ph.D. (Florida International University, USA)</td>
<td>Assistant Professor, California State University, Los Angeles (USA)</td>
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<td></td>
<td><strong>Course description</strong></td>
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<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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<td></td>
<td><strong>Learning outcomes</strong></td>
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<td></td>
<td>for this course, upon successful completion, include the ability to:</td>
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<tr>
<td></td>
<td>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>
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<tr>
<td>MLI28A010</td>
<td>MANAGERIAL FINANCE</td>
<td>6 ECTS</td>
<td>David Volkman</td>
<td>Ph.D. (University of Nebraska-Lincoln, USA)</td>
<td>Chair, Department of Finance, University of Nebraska at Omaha (NE, USA)</td>
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<td><strong>Course description</strong></td>
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<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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<td><strong>Learning outcomes</strong></td>
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<tr>
<td></td>
<td>for this course, upon successful completion, include the ability to:</td>
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<td></td>
<td>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>
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</table>
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.

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:  Director of Research, Department of Sociology and Anthropology, 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 2  20/09 - 08/10 2010

**Required courses:**
- MLI34A030  BUSINESS MATHEMATICS  (BScBA 10A)
- MLI21A030  INTRODUCTION TO MANAGEMENT  (BScBA 10B)
- MLI26C664  INTERCULTURAL MANAGEMENT  (BScBA 9, group 2)
- MLI28A010  MANAGERIAL FINANCE  (BScBA 9, group 2)

**Elective courses:**
- MLI26C010  INTERNATIONAL MARKETING
- MLI26C703  PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT begins

### MLI34A030  BUSINESS MATHEMATICS  6 ECTS cr

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

**Course description**
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.

### MLI21A030  INTRODUCTION TO MANAGEMENT  6 ECTS cr

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

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

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) understand fundamental concepts and theories in contemporary management, 2) know and understand decision-making models and management styles, 3) understand the role of communication and communications systems in management, 4) know and understand the impact of technology on management systems, 5) understand the importance of human behavior and creativity in management functions, and 6) understand the challenges of conducting business in the global community.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>ECTS</th>
<th>Instructor</th>
<th>Degree</th>
<th>Title and Affiliation</th>
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<tbody>
<tr>
<td>MLI26C664</td>
<td>INTERCULTURAL MANAGEMENT</td>
<td>6</td>
<td>Christine Grosse</td>
<td>Ph.D. (University of North Carolina, USA)</td>
<td>Professor Emeritus, Thunderbird, School of Global Management, Glendale (AZ, USA)</td>
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<td><strong>Course description</strong></td>
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<td>The course examines the complex challenges that culture poses in international business</td>
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<td>today. Among the topics covered are: culture’s influence on conducting global business,</td>
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<td></td>
<td>cultural values and management communication styles, managing multicultural teams,</td>
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<td>building trust across cultures, international negotiations, and conflict resolution.</td>
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<td>The course aims to develop the intercultural management skills essential for working</td>
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<td>with global companies.</td>
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<td><strong>Learning outcomes</strong></td>
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<td>for this course, upon successful completion, include the ability to:</td>
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<td>1) understand why employees at all levels need to manage cultural differences, 2)</td>
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<td>communicate more effectively with a multicultural workforce, 3) understand how to</td>
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<td>deal with culture shock and re-entry, 4) apply cross-cultural negotiation strategies,</td>
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<td>5) understand strategies for conflict resolution across cultures, 6) identify ways to</td>
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<td>build trust across cultures, 7) access information about other cultures, and 8)</td>
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<td>understand strategies to manage intercultural teams.</td>
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<tr>
<td>MLI28A010</td>
<td>MANAGERIAL FINANCE</td>
<td>6</td>
<td>Kathleen Henebry</td>
<td>Ph.D. (University of Illinois Urbana-Champaign, USA)</td>
<td>Associate Professor, University of Nebraska at Omaha (NE, USA)</td>
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<td><strong>Course description</strong></td>
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<td>An examination of the theory and practice of financial management. Emphasis is given</td>
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<td>to major functions of financial management as they pertain to valuation, risk and risk-</td>
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<td>return trade-off, financial analysis and planning, and capital budgeting.</td>
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<td><strong>Learning outcomes</strong></td>
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<td>for this course, upon successful completion, include the ability to:</td>
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<td>1) know and understand basic concepts and vocabulary of managerial finance, 2) identify</td>
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<td>and assess the financial health of a company, 3) predict the financial position of a</td>
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<td>company in short-term frameworks, 4) understand and incorporate time-value of money in</td>
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<td>decision making, 5) understand and evaluate expected benefits and risks of investment</td>
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<td>decisions, 6) understand and estimate a company’s cost of funds, 7) evaluate capital</td>
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<td>expenditure proposals, and 8) understand valuation models of corporate securities.</td>
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<td>Course Code</td>
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<tr>
<td>MLI26C010</td>
<td>INTERNATIONAL MARKETING</td>
<td>6 ECTS</td>
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</table>

The course qualifies for the following concentrations: MKT, GB

**Instructor:** NEW Madhumita Banerjee  
**Degree:** Ph.D. (University of Strathclyde, UK)  
**Title and affiliation:** Assistant Professor of Marketing, Warwick Business School, University of Warwick (UK)

**Instructor:** NEW Joel Hietanen  
**Degree:** Doctoral Candidate (Aalto University School of Economics, Finland)  
**Title and affiliation:** Researcher, Department of Marketing, Aalto University School of Economics (Finland)

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

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

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<th>Course Code</th>
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<tr>
<td>MLI26C703</td>
<td>PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT</td>
<td>6 ECTS</td>
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</table>

The course begins

**Coordinator:** Joan Lofgren  
**Degree:** Ph.D. (Columbia University, USA)  
**Title and affiliation:** Program Director, Aalto School of Economics, Mikkeli Campus (Finland)  
(see full CV with module 1)

**Course description**
The course is conducted as an applied research course in the framework of project management. Research and development functions on 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 and 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 several modules. Enrollment is limited.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) know essential literature on project management for research, 2) apply the essential steps in research and development in specific settings, 3) know the value of networks (business, professional) in applied research, 4) develop a project from beginning to conclusion with specific goals and objectives, 5) know and understand the linkage between local development and global market potential.
MODULE 3  11/10 - 29/10 2010

Required courses:
MLI21A030  INTRODUCTION TO MANAGEMENT (BScBA 10A)
MLI34A030  BUSINESS MATHEMATICS (BScBA 10B)
MLI26C664  INTERCULTURAL MANAGEMENT (BScBA 9, group 3)
MLI28A010  MANAGERIAL FINANCE (BScBA 9, group 3)

Elective courses:
MLI26C683  DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS
MLI26C643  INTERNATIONAL FINANCE

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.

MLI34A030  BUSINESS MATHEMATICS  6 ECTS cr
Instructor:  Eric West
Degree:  Ph.D. (Iowa State University of Science and Technology, USA)
Title and affiliation:  Associate Vice-President, Royal Roads University, Victoria (Canada) (retired)
(see full CV with module 2)

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.
### MLI26C664  INTERCULTURAL MANAGEMENT  6 ECTS cr

**Instructor:** Veronica Velo  
**Degree:** Ph.D. (Université de Lausanne, Switzerland)  
**Title and affiliation:** Director of Veronica Velo & Associates Ltd. (UK)

**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:** Graham Mitenko  
**Degree:** Ph.D. (The University of Memphis, USA)  
**Title and affiliation:** Associate Professor of Finance, University of Nebraska at Omaha (USA)

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

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

### MLI26C683  DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS  6 ECTS cr

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

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

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

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

Instructor: Alexander Creutzberg
Degree: Drs. Economie (Vrije Universiteit, Netherlands)
Title and affiliation: Visiting Lecturer at Aalto School of Economics (Finland)

Course description
An examination of principles of international finance in multinational enterprises. Topics include the role of foreign exchange, analysis of risks and benefits, international sources of funds, and international financial strategies.

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand fundamental concepts of international finance, 2) understand the role of international financial institutions and agencies, such as the International Monetary Fund and the World Bank, 3) understand and assess diverse international financial strategies, 4) know and understand risk-benefit analyses in the context of international finance, and 5) understand essential differences in financial strategies with regard to regional and country wealth.
MODULE 4 01/11 - 19/11 2010

**Required courses:**

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<th>Course Code</th>
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<tr>
<td>MLI61C620</td>
<td>ADVANCED PROFESSIONAL WRITING (BScBA 10A)</td>
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<tr>
<td>MLI36A020</td>
<td>INTRODUCTION TO STATISTICS (BScBA 10B)</td>
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<tr>
<td>MLI26C693</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS (BScBA 9A)</td>
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<tr>
<td>MLI32A002</td>
<td>BUSINESS LAW AND ETHICS (BScBA 9B)</td>
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**Elective course:**

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<th>Course Code</th>
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<tr>
<td>MLI26C651</td>
<td>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</td>
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**MLI61C620 ADVANCED PROFESSIONAL WRITING 6 ECTS cr**

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

**Instructor:** NEW

**Rebecca Tanaka**

**Degree:** MA (Western Washington University, USA)

**Title and affiliation:** Professor, English Language-Literature Department, Wayo Women’s University (Japan)

**Course description**

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

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

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

**MLI36A020 INTRODUCTION TO STATISTICS 6 ECTS cr**

**Instructor:** NEW

**Janet Pol**

**Degree:** M.B.A. (University of Nebraska at Omaha, USA)

**Title and affiliation:** Business Statistics Coordinator, University of Nebraska at Omaha (USA)

**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.
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<td>MLI26C693</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS</td>
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**Instructor:** NEW Birud Sindhav  
**Degree:** Ph.D. (The University of Oklahoma, USA)  
**Title and affiliation:** Associate Professor of Marketing, University of Nebraska at Omaha (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.

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<tr>
<td>MLI32A002</td>
<td>BUSINESS LAW AND ETHICS</td>
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**Instructor:** Ross Kamarul-Baharin  
**Degree:**  
- LL.M. Law (University of Helsinki, Finland)  
- Doctoral candidate (University of Helsinki/University of Science Malaysia Fellow)  
**Title and affiliation:** Senior Associate Lawyer, Messrs. Mäkitalo Rantanen & Co Attorneys-at-Law, Helsinki (Finland)

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

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) analyze the origins, concepts and legal basis of the domestic law, 2) understand the origins, concepts and legal bases of European Community law, 3) understand the principles and applications of contract law, 4) understand the principles and applications of commercial law, 5) understand the principles and application of competition policy in the EC and Finland, 6) identify the forums and procedures for commercial disputes, settlement of damages and liability, 7) understand the general legal conditions for decision-making in business, and 8) understand the ethical dimensions and conflicts related to law.
**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 5**  
22/11 - 10/12 2010

**Required courses:**
- MLI36A020  INTRODUCTION TO STATISTICS (BScBA 10A)
- MLI61C620  ADVANCED PROFESSIONAL WRITING (BScBA 10B)
- MLI32A002  BUSINESS LAW AND ETHICS (BScBA 9A)
- MLI26C693  RESEARCH METHODS IN INTERNATIONAL BUSINESS (BScBA 9B)

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

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**MLI36A020**  INTRODUCTION TO STATISTICS  6 ECTS cr

**Instructor:** NEW  
Subhajyoti Bandyopadhyay  
Ph.D. (Purdue University, USA)  
Associate Professor, ISOM, University of Florida (USA)

**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.

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**MLI61C620**  ADVANCED PROFESSIONAL WRITING  6 ECTS cr

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

**Instructor:** Maureen Maguire Lewis  
M.A. (Boston College, USA)  
Lecturer in Professional Writing, Duke University, The Fuqua School of Business (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, and 5) develop aids and assistance for continuing development of effective writing.
**MLI32A002 BUSINESS LAW AND ETHICS**  
6 ECTS cr

**Instructor:** Ross Kamarul-Baharin  
**Degree:**  
- LL.M. Law (University of Helsinki, Finland)  
- Doctoral candidate (University of Helsinki/University of Science Malaysia Fellow)  
**Title and affiliation:** Senior Associate Lawyer, Messrs. Mäkitalo Rantanen & Co Attorneys-at-Law, Helsinki (Finland)  
(see full CV with module 4)

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

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

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**MLI26C693 RESEARCH METHODS IN INTERNATIONAL BUSINESS**  
6 ECTS cr

**Instructor:** Birud Sindhav  
**Degree:** Ph.D. (The University of Oklahoma, USA)  
**Title and affiliation:** Associate Professor of Marketing, University of Nebraska at Omaha (USA)  
(see full CV with module 4)

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

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) understand the fundamental epistemological differences between positivist and interpretive research traditions in business,  
2) understand and evaluate different research schools that exist within the business research traditions,  
3) understand and use data collections methods,  
4) understand and use data analysis methods, and  
5) understand and use computer assisted data analysis.
MLI26C680 MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS

The course qualifies for the following concentrations: MGT, GB

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

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

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand the concepts and language of management information systems and implications for international business, 2) understand, evaluate, and assess the financial viability of IT projects, 3) understand and use basic project management tools, 4) comprehend the role played by telecommunication in the IT management process, 5) evaluate IT asset acquisition and disposal strategies, 6) know and understand how IT systems are acquired, developed, and managed to achieve specific organizational objectives, 7) understand information security concerns in an organization and their respective resolution, and 8) understand the implications of emerging IT for organizations and society.
MODULE 6  03/01 - 21/01 2011

Required courses:
- MLI61A160  BUSINESS COMMUNICATION  (BScBA 10A)
- MLI31A002  PRINCIPLES OF ECONOMICS  (BScBA 10B)

Elective courses:
- MLI26C633  BRAND MANAGEMENT
- MLI26C712  DOING BUSINESS IN THE RUSSIA

MLI61A160  BUSINESS COMMUNICATION  6 ECTS cr
Instructors: Department of Communication, Aalto 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.

MLI31A002  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.

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.
<table>
<thead>
<tr>
<th>Course Code: ML26C712</th>
<th>Doing Business in Russia</th>
<th>6 ECTS cr</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The course qualifies for the following concentrations:</strong></td>
<td>BCC, MKT, MGT, GB</td>
<td></td>
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<tr>
<td><strong>Instructor:</strong></td>
<td><strong>NEW</strong></td>
<td>Andrey G. Medvedev</td>
</tr>
<tr>
<td><strong>Degree:</strong></td>
<td>Doctor degree (Leningrad Institute of Engineering Economics, Russia)</td>
<td></td>
</tr>
<tr>
<td><strong>Title and affiliation:</strong></td>
<td>Professor, Department of Strategic and International Management, Graduate School of Management (Russia)</td>
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</table>

**Course Description**

The course aims at familiarizing students with the theoretical background and rules for business activities in Russia including foreign trade, technology transfer, industrial co-operation and foreign direct investment, as well as equipping the students with the theoretical knowledge and practical tools enabling them to develop corporate and business strategy and select a foreign operation mode to be implemented by multinational corporations, and illustrating the experience of foreign companies in Russia with a series of instructive cases.

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

1) to recognize multi-domestic and global sectors and products (services), to understand the reasons for and arguments against internationalization, the economic, organizational, legal, and managerial essence of MNCs;

2) to possess theoretical and practical knowledge on how to develop corporate and business strategy and foreign expansion strategy for a firm and to identify the factors influencing the selection of an MNC’s specific strategic alternative;

3) to understand the business environment in Russia;

4) to recognize a spectrum of non-investment and investment foreign operation modes for entry to Russia, their advantages and disadvantages; to use rules of foreign operation mode selection taking into account the nature of an industry, as well as the business opportunities and risks in Russia;

5) understand the nature of strategic alliances with Russian partners, their potential and risks, as well as implementation issues;

6) apply analytical tools to prepare an entry-to-Russia plan, a restructuring and integration program for a newly acquired Russian subsidiary, an acquisition program and other strategic outcomes; and

7) use tools to manage marketing and human resources at headquarters and Russian subsidiaries to support the MNC’s selected strategy.
# MODULE 7 24/01 - 11/02 2011

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

**Elective courses:**
- MLI26C711 GREEN MANAGEMENT

### MLI31A002 PRINCIPLES OF ECONOMICS 6 ECTS cr

**Instructor:** Vani Kotcherlakota  
**Degree:** Ph.D. (Andhra University, India)  
**Title and affiliation:** Professor of Economics, University of Nebraska at Kearney (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 Communication, Aalto 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 School of Economics, Mikkeli Campus (Finland)  
(see full CV with module 1)

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

The course qualifies for the following concentrations: MGT, GB

Instructor: Olga Mashkina
Degree: Ph.D. (Novosibirsk State University, Russia)
Title and affiliation: Senior Researcher, Finnish Environment Institute (Finland)

Instructor: NEW Andrew Paterson
Degree: M.Sc. (University of Teesside, UK)
D.A. Candidate (Aalto University School of Arts and Design, Finland)
Title and affiliation: Independent researcher (Finland)

Course description
The course introduces green economics, as an emerging economic paradigm for the 21st century. New perspectives on production, distribution, taxation, welfare, money, and economic development are explored. The course also focuses on policies, and practices that are already being implemented across the world, for issues including climate change, re-localization, economic measurement, eco-taxes and trade. Students will apply the theory of green economics to their local context using collaborative and commons-based knowledge production methods, (i.e. wiki-platforms, and mixed media forms).

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the main theories that contribute to the development of green economics; 2) know fundamental components and tools of green economics and its responses to modern economic and environmental challenges; 4) understand the implications of green economics on the company level and from a policy perspective (transition to a post-carbon economy); 5) gain collaborative document production experience in small groups, using commons-based principles; and 6) apply and process theory in a local case study.
MODULE 8  
14/02 - 04/03 2011

Required courses:
- MLI61C610 INTERCULTURAL COMMUNICATION (BScBA 10, group 1)
- MLI22A002 PRINCIPLES OF ACCOUNTING (BScBA 10, group 1)

Elective courses:
- MLI26C604 DOING BUSINESS IN THE EU
- MLI26C713 CUSTOMER SERVICE MANAGEMENT IN PUBLIC AND PRIVATE ORGANIZATIONS
- MLI26C600 ENTREPRENEURSHIP IN THE GLOBAL ECONOMY

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)
(see full CV with module 2)

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: John Ahern
Degree: DBA (University of Kentucky, USA)
Title and affiliation: Associate Professor, DePaul University (USA)

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

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand basic theories, concepts and practices of accounting, 2) understand the role of accounting in the management of business institutions, 3) understand the essential distinction between financial and managerial accounting, 4) understand the role of accounting information systems, 5) understand the concepts and role of revenue, expense, asset, liability and equity accounts in financial accounting, 6) understand and develop income statements, 7) understand and prepare balance sheets, and 8) understand and develop cash flow statements.
### MLI26C604  
**DOING BUSINESS IN THE EU**  
6 ECTS cr  
(demanding self-study course)  

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

**Instructor:**  
Gabriele Suder  
**Degree:**  
Ph.D. (Bath University School of Management, UK)  
**Title and affiliation:**  
Professor and Associate Dean, SKEMA Business School (France)  

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

**Learning outcomes**  
for this course, upon successful completion, include the ability to:  
1) develop the students' understanding of the impact of the European Union on the strategies and managerial issues of internationally operating European firms - particular attention is given to the competitiveness of European industries and companies, both within Europe and in competition against North American and East Asian companies, 2) understand the various business operation modes of (Finnish) firms in the European Union, and 3) assess the feasibility and the strengths and weaknesses of various modes in the EU framework.  

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### MLI26C713  
**CUSTOMER SERVICE MANAGEMENT IN PUBLIC AND PRIVATE ORGANIZATIONS**  
6 ECTS cr  

**Instructor:** NEW  
Sergio Carvalho  
**Degree:**  
Ph.D. (Baruch College, CUNY, USA)  
**Title and affiliation:**  
Associate Professor of Marketing, Asper School of Business, University of Manitoba (Canada)  

**Course description**  
An intensive examination of the theoretical and practical issues involved in understanding and evaluating customer service and service quality for both public and private organizations, with an emphasis on those operating internationally. Students are introduced to theories focusing on customer satisfaction, service quality, service delivery and customer loyalty. In addition, research methods that are commonly applied to measure and monitor customer satisfaction, service quality and customer loyalty are discussed. Student teams will assess a service or a product provided by a local or international organization in terms of one of several evaluative models commonly used in companies and organizations worldwide.  

**Learning outcomes**  
for this course, upon successful completion, include the ability to:  
1) understand a number of useful research methods for conducting a customer satisfaction, service quality or customer loyalty assessment, with an emphasis on organizations operating internationally, 2) understand a number of strategy alternatives that could be employed in improving service quality delivery both locally and internationally, 3) be capable of locating and assessing information sources for conducting satisfaction, service quality and loyalty assessment within an organization, 4) learn to collect and analyze primary and secondary data in order to conduct satisfaction, service quality and loyalty evaluations, and 5) develop a customer satisfaction program that can be implemented and monitored within a product or service-based organization.
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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>MLI26C600</td>
<td>ENTREPRENEURSHIP IN THE GLOBAL ECONOMY</td>
<td>6</td>
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</table>

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.
## Module 9

### Required Courses:
- **MLI22A002** PRINCIPLES OF ACCOUNTING (BScBA 10, group 2)
- **MLI61C610** INTERCULTURAL COMMUNICATION (BScBA 10, group 2)
- **MLI61C610** INTERCULTURAL COMMUNICATION (BScBA 10, group 3)

### Elective Courses:
- **MLI26C714** GENDER AND COMMUNICATION IN THE INTERNATIONAL WORKPLACE
- **MLI26C687** INTERNATIONAL MARKET DEVELOPMENT

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### Course Description: PRINCIPLES OF ACCOUNTING

**Instructor:** Raymond A. Zimmermann  
**Degree:** Ph.D. (Texas Tech University, USA)  
**Title and Affiliation:** Professor and Chair of the Department of Accounting, 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:**
- Understand basic theories, concepts and practices of accounting
- Understand the role of accounting in the management of business institutions
- Understand the essential distinction between financial and managerial accounting
- Understand the role of accounting information systems
- Understand the concepts and role of revenue, expense, asset, liability and equity accounts in financial accounting
- Understand and develop income statements
- Understand and prepare balance sheets
- Understand and develop cash flow statements

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### Course Description: INTERCULTURAL COMMUNICATION (group 2)

**Instructor:** Josiane Peltier  
**Degree:** Ph.D. (The University of Iowa, USA)  
**Title and Affiliation:** Visiting Professor, Aalto School of Economics, Mikkeli Campus

**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:**
- Understand the basic components of defining culture
- Assess how values are identified, defended, promoted, and changed by members of cultures, both within and between cultures
- Understand and evaluate how culture and communication relates to status, power, duties, and obligations
- Understand the respective roles of language, behavior, and symbols in organizations
- Understand how languages distinguish and discriminate in cultures and organizations
MLI61C610  INTERCULTURAL COMMUNICATION (group 3)  6 ECTS cr

Instructor: Rebecca Tanaka  
Degree: MA (Western Washington University, USA)  
Title and affiliation: Professor, English Language-Literature Department, Wayo Women’s University (Japan)  
(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.

MLI26C714  GENDER AND COMMUNICATION IN THE INTERNATIONAL WORKPLACE  6 ECTS cr

Instructor: Kristen Collins  
Degree: Ph.D. (University of Tsukuba, Japan)  
Title and affiliation: Assistant Professor, University of Tsukuba (Japan)

Course description
This course considers diversity in the international workplace from a gender perspective and examines how men and women differently perceive, and participate in, work and other areas of life. Topics to be covered include work-life balance; cross-cultural diversity; the gender gap in earnings; sex segregation of occupations; and gender and managerial behavior. Case studies will be used to problematize gender issues in specific organizational contexts, and in society at large.

Learning outcomes for this course, upon successful completion, include the ability to:  
1) understand basic theories and concepts related to gender and diversity, 2) understand and evaluate how gender is implicated in the roles assigned to, and played out by, men and women in work and other areas of life, 3) evaluate ways in which organizations can reconfigure existing structures to better promote/achieve gender equity, and 4) recognize how gender is differently constructed and perceived across cultures.

MLI26C687  INTERNATIONAL MARKET DEVELOPMENT  6 ECTS cr

The course qualifies for the following concentrations: MKT, GB

Instructor: NEW  
Degree: Ph.D. (University of Adelaide, Australia)  
Title and affiliation: Senior Lecturer, University of Adelaide (Australia)

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 10  
04/04 - 22/04 2011

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

**Elective courses:**
- MLI26C685 CORPORATE SOCIAL RESPONSIBILITY

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<thead>
<tr>
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<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MLI21C617</td>
<td>OPERATIONS MANAGEMENT</td>
<td>6 cr</td>
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<tr>
<td>MLI23A020</td>
<td>INTRODUCTION TO MARKETING</td>
<td>6 cr</td>
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<tr>
<td>MLI26C012</td>
<td>BACHELOR’S THESIS (modules 7 and 10)</td>
<td>10 cr</td>
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<td>Thesis Seminar, 2 ECTS</td>
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**MLI21C617 OPERATIONS MANAGEMENT 6 ECTS cr**

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

**Course description**

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

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) understand the essential concepts and processes of operations management, 2) determine operations management tasks from the business strategy and establish performance objectives, 3) plan and schedule capacity, equipment, materials and labour for a given level of activity and level of service, 4) measure and analyse operational quality, and 5) review and assess methods and strategies for improvement in operations.

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**MLI23A020 INTRODUCTION TO MARKETING 6 ECTS cr**

**Instructor:** NEW  
**Degree:** Ph.D. (North Gujarat University, India)  
**Title and affiliation:** Senior Lecturer in Marketing, Brighton Business School, University of Brighton (UK)

**Course description**

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

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

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

**Coordinator:** Joan Lofgren  
**Degree:** Ph.D. (Columbia University, USA)  
**Title and affiliation:** Program Director, Aalto School of Economics, Mikkeli Campus (Finland) (see full CV with module 1)

**Course description**

Principles of writing academic English; making a research plan. Going through the stages of a research process; research gap; research problem, objectives and limitations; critical literature review; theoretical frame of reference; referencing; independent research work.
MLI26C685  CORPORATE SOCIAL RESPONSIBILITY  6 ECTS cr

The course qualifies for the following concentrations:  MGT, GB

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 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 11  25/04 - 13/05 2011

**Language courses:**
- **MLI72A100**  SWEDISH BUSINESS COMMUNICATION  (BScBA 10, 2 groups)
- **MLI71A100**  FINNISH BUSINESS COMMUNICATION  (BScBA 10, 3 groups)

**Elective courses:**
- **MLI26C652**  INTERNATIONAL ORGANIZATIONAL BEHAVIOR
- **MLI26C679**  INTERCULTURAL NEGOTIATIONS
- **MLI26C660**  INTERNATIONAL SALES MANAGEMENT

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<td>MLI72A100</td>
<td>SWEDISH BUSINESS COMMUNICATION  3 ECTS cr  (2 groups)</td>
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<tr>
<td>Instructors:</td>
<td>Hanna Husu, Riina Uusikuikku, Aalto University</td>
</tr>
<tr>
<td>Language of instruction:</td>
<td>Finnish</td>
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</table>

**Course description**

Kurssilla opitaan selvittämään talouselämän eri tehtävistä ruotsiksi niin kirjallisesti kuin suullisesti, tuottamaan kirjallisia ja suullisia tekstejä talouselämän keskeisiltä aloilta, ymmärtämään alan ruotsalaisia ammattilehtiä ja muiden mediioiden tarjontaa ruotsiksi sekä toimimaan vuorovaikutteisesti. Kurssilla luetaan itsenäisesti talouskielen tekstejä ja tehdään tekstiin pohjautuvia suullisia ja kirjallisia tekoja sekä syvennetään talouden erikoiskielen osaamista suullisesti ja kirjallisesti.


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<tbody>
<tr>
<td>MLI71A100</td>
<td>FINNISH BUSINESS COMMUNICATION  3 ECTS cr</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Sonja Kniivilä, Aalto University School of Economics</td>
</tr>
<tr>
<td>Language of instruction:</td>
<td>Finnish</td>
</tr>
</tbody>
</table>

**Course description**


Kirjallisen yritysviestinnän osiossa analysoidaan tilanteenmukaista kirjallista yritysviestintää ja harjoitellaan liiketekstien kirjoittamista; liiketeksteistä tarkasteltavina ovat erityisesti tiedotteet ja suostuttelevat markkinointikirjeet.
## 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.

## MLI26C679 INTERCULTURAL NEGOTIATIONS 6 ECTS cr

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

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

**Course description**

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

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) understand fundamental concepts of management and communication in an intercultural context, 2) understand and assess intercultural settings for the purpose of negotiating, 3) to understand and appreciate the diversity of cultural settings for communication and negotiations, 4) to identify and apply diverse formats and approaches in intercultural communications, and 5) to identify and understand different organizational contexts of conducting intercultural negotiations.
MLI26C660  INTERNATIONAL SALES 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 (USA)
(see full CV with module 6)

Course description
An exploration of concepts, practices, and research in sales management in an international setting. This course also describes the various types of sales jobs, and the distinctive competencies required of a salesperson to be successful. Topics in the course focus on the methods and practices of developing, training, maintaining, and evaluating international sales forces. This course also deals with the challenges of cross-cultural, legal, ethical, and technological issues in managing a sales force.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand diverse methods and practices of creating an international sales force, 2) understand cultural, legal, and ethical issues in managing an international sales force, 3) understand how to incorporate technology in managing an international sales force, 4) understand the role of the sales department within an organization and 5) be capable of developing a sales strategy as an element of the overall marketing plan.
MODULE 12  16/05 - 03/06 2011
Required courses:
MLI23A020  INTRODUCTION TO MARKETING  (BScBA 10A)
MLI21C617  OPERATIONS MANAGEMENT  (BScBA 10B)
Elective courses:
MLI26C653  INTERNATIONAL BUSINESS STRATEGY

MLI23A020  INTRODUCTION TO MARKETING  6 ECTS cr
Instructor: Maria Emmanouela Plakoyiannaki
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) identify and understand major marketing functions within organizations, 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.
MLI26C653 INTERNATIONAL BUSINESS STRATEGY 6 ECTS cr

The course qualifies for the following concentrations: MGT, GB

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

Course description
An exploration of the concepts and processes of the development and maintenance of long-range planning and vision for conducting international business. The course examines strategic 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.
### Language courses:

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<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MLI66A001</td>
<td>BASICS IN BUSINESS FRENCH 1</td>
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<td>MLI65A001</td>
<td>BASICS IN BUSINESS SPANISH 1</td>
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<tr>
<td>MLI67A001</td>
<td>BASICS IN BUSINESS RUSSIAN 1</td>
<td>3</td>
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**Instructor:** Josiane Peltier  
**Degree:** Ph.D. (The University of Iowa, USA)  
**Title and affiliation:** Visiting Professor, Aalto School of Economics, Mikkeli Campus  
(see full CV with module 9)  
**Language of instruction:** English  
**Course description**  
Pronunciation system, basic structures of the language, and review of basic vocabulary in every day 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)

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<tr>
<td>MLI65A001</td>
<td>BASICS IN BUSINESS SPANISH 1</td>
<td>3</td>
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**Instructor:** Ana María Monterde Rey  
**Degree:** Ph.D. (University of Las Palmas de G. C., Spain)  
**Title and affiliation:** Professor, Faculty of Translation and Interpreting, University of Las Palmas de G. C. (Spain)  
**Language of instruction:** English  
**Course description**  
Basic structures of the language and review of basic vocabulary in everyday life. The goal is to manage in some of the simple everyday and business situations (shops, restaurants, hotels) and to get to know the customs of the country.  
Beginning level 0, Target level A1 (Common European Framework)

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<td>MLI67A001</td>
<td>BASICS IN BUSINESS RUSSIAN 1</td>
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**Instructor:** Tatyana Novikov  
**Degree:** Ph.D. (Florida State University, USA)  
**Title and affiliation:** Professor of Russian, University of Nebraska at Omaha (USA)  
**Language of instruction:** English  
**Course description**  
Pronunciation and letter system, basic structures of the language, and review of basic vocabulary. The goal is to manage in everyday life and in some simple business communication situations.  
Beginning level 0, Target level A1 (Common European Framework)
EMERGING ECONOMY OF CHINA

The course qualifies for the following concentrations: BCC, MKT, 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 14  27/06 - 15/07 2011

**Language courses:**
- **MLI66A002**  BASICS IN BUSINESS FRENCH 2  (BScBA 10)
- **MLI65A002**  BASICS IN BUSINESS SPANISH 2  (BScBA 10)
- **MLI67A002**  BASICS IN BUSINESS RUSSIAN 2  (BScBA 10)

**Elective courses:**
- **MLI26C704**  BUSINESS CONSULTING IN THE GLOBAL ECONOMY

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**MLI66A002  BASICS IN BUSINESS FRENCH 2  3 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 9)  
**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 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)

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**MLI65A002  BASICS IN BUSINESS SPANISH 2  3 ECTS cr**

**Instructor:**  Ana María Monterde Rey  
**Degree:**  Ph.D. (University of Las Palmas de G. C., Spain)  
**Title and 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)

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**MLI67A002  BASICS IN BUSINESS RUSSIAN 2  3 ECTS cr**

**Instructor:**  Tatyana Novikov  
**Degree:**  Ph.D. (Florida State University, USA)  
**Title and affiliation:**  Professor of Russian, University of Nebraska at Omaha (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 vocabulary. The goal is to manage in some of the common everyday and business communication situations.  
Beginning level A1, Target level A2 (Common European Framework)
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<tr>
<td>MLI26C704</td>
<td>BUSINESS CONSULTING IN THE GLOBAL ECONOMY</td>
<td>6</td>
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</tbody>
</table>

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

**Instructor:** Naomi Birdthistle  
**Degree:** Ph.D. (University of Limerick, Ireland)  
**Title and affiliation:** MBA Programme Director, University of Limerick (Ireland)

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

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) understand the principles and processes of management consultancy, 2) knowing and understanding the importance of analytical frameworks when approaching business opportunities and challenges, 3) develop, conduct, and integrate primary secondary research with primary research, 4) understand the value of effective communication in business consulting and 5) develop and improve skills in report writing, time management skills, and project management.
MLI66B101  FRENCH BUSINESS COMMUNICATION 1A  3 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 9)
Language of instruction: English
Course description: To improve the writing skills and to practice writing of business texts. To improve the special business vocabulary.
Beginning level A2, Target level B1 (Common European Framework)

MLI66B102  FRENCH BUSINESS COMMUNICATION 1B  3 ECTS cr

Instructor: Josiane Peltier
Degree: Ph.D. (The University of Iowa, USA)
Title and affiliation: Visiting Professor, Aalto University School of Economics, Mikkeli Campus (see full CV with module 8)
Language of instruction: English
Course description: During this conversational business communication course the students 1) practice business communication situations (company visits, meetings, company presentations and fairs), and 2) get to know the customs of the country.
Beginning level A2, Target level B1 (Common European Framework)

MLI65B101  SPANISH BUSINESS COMMUNICATION 1A  3 ECTS cr

Instructor: Juan Carlos Barrera
Degree: DBA (Argosy University, USA)
Title and affiliation: Assistant Professor, Center for Business and Economics, Elmhurst College (IL, USA) (see full CV with module 14)
Language of instruction: English
Course description: Students 1) get to know different materials and documents concerning the basic activities of a firm, 2) practice different kinds of communication situations related to them (business culture, selling and marketing, environmental responsibility, job hunting process), and 3) revise and improve the previously learnt structures of the language.
Beginning level A2, Target level B1 (Common European Framework)

MLI65B102  SPANISH BUSINESS COMMUNICATION 1B  3 ECTS cr

Instructor: Juan Carlos Barrera
Degree: DBA (Argosy University, USA)
Title and affiliation: Assistant Professor, Center for Business and Economics, Elmhurst College (IL, USA) (see full CV with module 14)
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)
MLI67B101  RUSSIAN BUSINESS COMMUNICATION 1a  3 ECTS cr
Instructor: Tatyana Novikov
Degree: Ph.D. (Florida State University, USA)
Title and affiliation: Professor of Russian, University of Nebraska at Omaha (USA)
Language of instruction: English
Course description
Students learn how to 1) manage in different business communication situations on phone (meeting arrangements, announcements for selection of products and call request etc.), and 2) write messages related to these situations.
Beginning level A2, Target level B1 (Common European Framework)

MLI67B102  RUSSIAN BUSINESS COMMUNICATION 1b  3 ECTS cr
Instructor: Tatyana Novikov
Degree: Ph.D. (Florida State University, USA)
Title and affiliation: Professor of Russian, University of Nebraska at Omaha (USA)
Language of instruction: English
Course description
Students learn how to 1) meet the business visitors, and 2) tell about the basic facts of a firm (year of foundation, form of business, turnover, staff etc.), 3) write simple business letter, and 4) do a simple business presentation.
Beginning level A2, Target level B1 (Common European Framework)

MLI26C695  MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS  6 ECTS cr
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.

22/08 - 26/08 2011  Orientation week for new students