Aalto University School of Economics
Mikkeli Campus

Bachelor’s Degree Program in International Business
BScBA

Curriculum for 2011-2012

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 of International Business (BCC, MKT, MGT, GB) the course qualifies to.

The credits follow the ECTS system.
The structure of the Bachelor’s Degree Program in International Business in Mikkeli (180 credits)

<table>
<thead>
<tr>
<th>Courses</th>
<th>Number of 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>Required courses in Major</strong></td>
<td>60</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>18</td>
</tr>
<tr>
<td>Students must choose one of the following concentrations (and complete 30 credits) in International Business:</td>
<td></td>
</tr>
<tr>
<td>Marketing (MKT), Management (MGT), Business Culture and Communication (BCC) or Global Business (GB) (the latter may consist of courses from all concentrations in International Business).</td>
<td>6</td>
</tr>
<tr>
<td>Bachelor’s thesis</td>
<td>10</td>
</tr>
<tr>
<td>Thesis seminar</td>
<td>2</td>
</tr>
<tr>
<td>Proficiency test</td>
<td>0</td>
</tr>
<tr>
<td><strong>Minor subject studies</strong></td>
<td>42</td>
</tr>
<tr>
<td>Elective course</td>
<td>6</td>
</tr>
<tr>
<td>Students must complete 24 credits during the study abroad period.</td>
<td>6</td>
</tr>
<tr>
<td>A minimum of 18 of the study abroad credits must be in the field of business.</td>
<td>6</td>
</tr>
<tr>
<td>Six (6) of the study abroad credits may be in humanities, social sciences or related areas that focus on historical, cultural, political or sociological studies.</td>
<td>6</td>
</tr>
<tr>
<td><strong>Language and Communication Courses</strong></td>
<td>30</td>
</tr>
<tr>
<td>Business Communication</td>
<td>6</td>
</tr>
<tr>
<td>Intercultural Communication</td>
<td>6</td>
</tr>
<tr>
<td>Advanced Professional Writing</td>
<td>6</td>
</tr>
<tr>
<td>Foreign language (other foreign language; Spanish, French, Russian or German)</td>
<td>6</td>
</tr>
<tr>
<td>Finnish Business Communication</td>
<td>3</td>
</tr>
<tr>
<td>Swedish Business Communication</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total credits</strong></td>
<td>180</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 6 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 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 credits can be made up by taking additional language and communication courses.
## BScBA CURRICULUM 2011-2012

### MODULE 2011

<table>
<thead>
<tr>
<th>MODULE</th>
<th>REQUIRED COURSES (BScBA11)</th>
<th>REQUIRED COURSES (BScBA10)</th>
<th>ELECTIVE COURSES 2</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>Joan Loigren</td>
<td>Chandrashekar Lakhtine</td>
<td>Diana Phillips</td>
</tr>
<tr>
<td></td>
<td>PROFESSIONAL DEVELOPMENT PORTFOLIO begins (A&amp;B)</td>
<td>MANAGERIAL FINANCE (A&amp;B, group 1)</td>
<td>INTERNATIONAL BUSINESS STRATEGY (MGT, GB)</td>
</tr>
<tr>
<td></td>
<td>Coordinator Joan Loigren</td>
<td>David Vollman</td>
<td>Mohammad Yanin</td>
</tr>
<tr>
<td>2</td>
<td>BUSINESS MATHEMATICS (A)</td>
<td>INTERCULTURAL MANAGEMENT (A&amp;B, group 2)</td>
<td>GLOBAL SUPPLY NETWORKS (MGT, GB)</td>
</tr>
<tr>
<td></td>
<td>Eric West</td>
<td>Martin Amareanya</td>
<td>Susan Girnesh</td>
</tr>
<tr>
<td></td>
<td>INTRODUCTION TO MANAGEMENT (B)</td>
<td>MANAGERIAL FINANCE (A&amp;B, group 2)</td>
<td>PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT begins</td>
</tr>
<tr>
<td></td>
<td>J. Ronald Collins</td>
<td>Graham Mithers</td>
<td>(BCC, MGT, GB)</td>
</tr>
<tr>
<td>3</td>
<td>INTRODUCTION TO MANAGEMENT (A)</td>
<td>INTERCULTURAL MANAGEMENT (A&amp;B, group 3)</td>
<td>DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS (BCC, MGT, GB)</td>
</tr>
<tr>
<td></td>
<td>J. Ronald Collins</td>
<td>Christine Grosse</td>
<td>Edward Pope</td>
</tr>
<tr>
<td></td>
<td>BUSINESS MATHEMATICS (B)</td>
<td>MANAGERIAL FINANCE (A&amp;B, group 3)</td>
<td>INTERNATIONAL FINANCE (MGT, GB)</td>
</tr>
<tr>
<td></td>
<td>Eric West</td>
<td>Kathleen Henery</td>
<td>Alexander Cr Zuberg</td>
</tr>
<tr>
<td>4</td>
<td>Advanced Professional Writing (A)</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS (A)</td>
<td>INTERNATIONAL HUMAN RESOURCE MANAGEMENT (MGT, GB)</td>
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</table>
|        | Rebecca Tanaka | Business Law and Ethics (B) | Russell Wether 
|        | | Ross Kamend-Bahem | |
| 5      | INTRODUCTION TO STATISTICS (A) | RESEARCH METHODS IN INTERNATIONAL BUSINESS (B) | INTERNATIONAL MARKETING (MKT, GB) |
|        | Paurav Shukla | Business Law and Ethics (A) | Roberto Vuel |
MODULE 1  29/08 - 16/09 2011

Required courses:
MLI26C001  GLOBAL BUSINESS ENVIRONMENT (BScBA 11A&B)
MLI20A001  PROFESSIONAL DEVELOPMENT PORTFOLIO (BScBA 11A&B)
(begins)
MLI26C664  INTERCULTURAL MANAGEMENT (BScBA10, group 1)
MLI28A010  MANAGERIAL FINANCE (BScBA10, group 1)

Elective courses:
MLI26C684  MANAGEMENT CULTURE AND COMMUNICATION
MLI26C653  INTERNATIONAL BUSINESS STRATEGY

MLI26C001  GLOBAL BUSINESS ENVIRONMENT  6 cr
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 in economic development, political and cultural conditions, human resources and natural resources, among other factors. Focus is given to regional assessments for market entry, market development, and global sourcing. Conceptual and analytical tools for assessing global business environments are profiled including development opportunity and risk analysis. Patterns of global business are examined in including business strategy, strategic alliances, and joint ventures, among others.

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

MLI20A001  PROFESSIONAL DEVELOPMENT PORTFOLIO begins  6 cr
Part 1: Orientation to University Studies (3 cr)
Part 2: Computer Applications (2 cr)
Part 3: Academic Writing (1 cr)

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>Credit Hours</th>
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<tbody>
<tr>
<td>MLI26C664</td>
<td>INTERCULTURAL MANAGEMENT</td>
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<tr>
<td>Instructor</td>
<td>Chandrashekhar Lakshman</td>
<td></td>
</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (Southern Illinois University at Carbondale, USA)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Senior Professor, BEM Management School (France)</td>
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</table>

**Course description**

The course examines the complex challenges and opportunities that international managers face in the global business environment today. Among the topics covered are: theories of international management, culture’s influence on conducting global business, managing the global workforce, building trust across cultures, cross-cultural negotiation, corporate social responsibility and ethics across borders.

**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 the challenges associated with international assignments, 4) learn cross-cultural negotiation strategies, 5) understand theory and practice of conflict resolution across cultures, 7) develop strategies for collaboration across cultures, 8) manage the communication of multicultural teams.

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<thead>
<tr>
<th>Course Code</th>
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<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI28A010</td>
<td>MANAGERIAL FINANCE</td>
<td>6 cr</td>
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<tr>
<td>Instructor</td>
<td>David Volkman</td>
<td></td>
</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (University of Nebraska-Lincoln, USA)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Chair, Department of Finance, University of Nebraska at Omaha (NE, USA)</td>
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**Course description**

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

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) know and understand basic concepts and vocabulary of managerial finance, 2) identify and assess the financial health of a company, 3) predict the financial position of a company in short-term frameworks, 4) understand and incorporate time-value of money in decision making, 5) understand and evaluate expected benefits and risks of investment decisions, 6) understand and estimate a company’s cost of funds, 7) evaluate capital expenditure proposals, and 8) understand valuation models of corporate securities.
### MLI26C684  MANAGEMENT CULTURE AND COMMUNICATION  6 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.

### MLI26C653  INTERNATIONAL BUSINESS STRATEGY  6 cr

The course qualifies for the following concentrations:  
MGT, GB

**Instructor (NEW):** Mohammad Yamin  
**Degree:** Ph.D. (University of Manchester, UK)  
**Title and affiliation:** Professor of International Business, Manchester Business School, University of Manchester (UK)

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credit</th>
</tr>
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<tbody>
<tr>
<td>MLI34A030</td>
<td>BUSINESS MATHEMATICS (BScBA 11A)</td>
<td>6 cr</td>
</tr>
<tr>
<td>MLI21A030</td>
<td>INTRODUCTION TO MANAGEMENT (BScBA 11B)</td>
<td></td>
</tr>
<tr>
<td>MLI26C664</td>
<td>INTERCULTURAL MANAGEMENT (BScBA 10, group 2)</td>
<td></td>
</tr>
<tr>
<td>MLI28A010</td>
<td>MANAGERIAL FINANCE (BScBA 10, group 2)</td>
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Elective courses:

<table>
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<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C715</td>
<td>GLOBAL SUPPLY NETWORKS</td>
</tr>
<tr>
<td>MLI26C703</td>
<td>PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT begins</td>
</tr>
</tbody>
</table>

MLI34A030 BUSINESS MATHEMATICS 6 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 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 aspect of contemporary business practice.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand fundamental concepts and theories in contemporary management, 2) know and understand decision-making models and management styles, 3) understand the role of communication and communications systems in management, 4) know and understand the impact of technology on management systems, 5) understand the importance of human behavior and creativity in management functions, and 6) understand the challenges of conducting business in the global community.
MLI26C664  INTERCULTURAL MANAGEMENT  6 cr
Instructor: (NEW)  Madan Annavarjula
Degree:  Ph.D. (The Fox School of Business, Temple University, USA)
Title and affiliation:  Associate Professor of International Business, Bryant University (USA)

Course description
The course examines the complex challenges and opportunities that international managers face in the global business environment today. Among the topics covered are: theories of international management, culture’s influence on conducting global business, managing the global workforce, building trust across cultures, cross-cultural negotiation, corporate social responsibility and ethics across borders.

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 the challenges associated with international assignments, 4) learn cross-cultural negotiation strategies, 5) understand theory and practice of conflict resolution across cultures, 7) develop strategies for collaboration across cultures, 8) manage the communication of multicultural teams.

MLI28A010  MANAGERIAL FINANCE  6 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.
MLI21C715 GLOBAL SUPPLY NETWORKS 6 cr

The course qualifies for the following concentrations: MGT, GB

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

Course description
Businesses continue to expand into foreign markets, source from an array of different countries, and relocate their manufacturing operations to countries which have cheaper labor rates. The design of the supply network from raw materials to the point of final consumption determines the product cost and level of service experienced by the final consumer. The quality of management of this supply network is directly reflected in the level of corporate social responsibility associated with the product (e.g. through supplier selection and management, level of sustainability of all processes and transportation). This course covers the main tools and concepts for analyzing and improving the supply chain, from your suppliers’ suppliers to the final consumer. Key topics are network design, inventory management through the chain, supplier selection and management, transport choices, warehousing, information processing and the use of identification and communication technologies through the whole supply chain, from source to consumption, recycling and final disposal.

Learning outcomes for this course, upon successful completion, include the ability to:
1) analyze the strategic contribution of the company’s supply chain to its business performance,
2) apply supply chain thinking in their work in other departments, such as marketing, and
3) participate as team members in a cross-functional review to improve the company’s supply network to reduce supply chain cost and improve the level of service to customers.

MLI26C703 PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT (course begins) 6 cr

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

Coordinator: Joan Lofgren
Degree: Ph.D. (Columbia University, USA)
Title and affiliation: Program Director, Aalto 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 proj 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 proj. Topical areas include proj 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

**10/10 - 28/10 2011**

### Required courses:

- **MLI21A030** INTRODUCTION TO MANAGEMENT (BScBA 11A)
- **MLI34A030** BUSINESS MATHEMATICS (BScBA 11B)
- **MLI26C664** INTERCULTURAL MANAGEMENT (BScBA 10, group 3)
- **MLI28A010** MANAGERIAL FINANCE (BScBA 10, group 3)

### Elective courses:

- **MLI26C683** DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS
- **MLI26C643** INTERNATIONAL FINANCE

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### MLI21A030 INTRODUCTION TO MANAGEMENT 6 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.

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### MLI34A030 BUSINESS MATHEMATICS 6 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.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C664</td>
<td>INTERCULTURAL MANAGEMENT</td>
<td>6 cr</td>
</tr>
<tr>
<td>Instructor</td>
<td>Christine Grosse</td>
<td></td>
</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (University of North Carolina, USA)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Professor Emeritus, Thunderbird, School of Global Management, Glendale (AZ, USA)</td>
<td></td>
</tr>
</tbody>
</table>

**Course description**

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<tr>
<th>Course Code</th>
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<th>Credits</th>
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<tr>
<td>MLI28A010</td>
<td>MANAGERIAL FINANCE</td>
<td>6 cr</td>
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<tr>
<td>Instructor</td>
<td>Kathleen Henebry</td>
<td></td>
</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (University of Illinois Urbana-Champaign, USA)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Associate Professor, University of Nebraska at Omaha (NE, USA)</td>
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</table>

**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.

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<tr>
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<th>Course Name</th>
<th>Credits</th>
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<td>MLI26C683</td>
<td>DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS</td>
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<td>The course qualifies for the following concentrations:</td>
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<tr>
<td></td>
<td>BCC, MKT, GB</td>
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<tr>
<td>Instructor</td>
<td>Edward Pope</td>
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<tr>
<td>Degree</td>
<td>M.F.A. (University of Texas - San Antonio, USA)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Professor Emeritus, University of Wisconsin-Madison (WI, USA)</td>
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</tbody>
</table>

**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.
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<td><strong>Instructor:</strong></td>
<td>Alexander Creutzberg</td>
<td></td>
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<tr>
<td><strong>Degree:</strong></td>
<td>Drs. Economie (Vrije Universiteit, Netherlands)</td>
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<tr>
<td><strong>Title and affiliation:</strong></td>
<td>Visiting Lecturer at Aalto School of Economics (Finland)</td>
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**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,
5) understand essential differences in financial strategies with regard to regional and country wealth.
MODULE 4

31/10 - 18/11 2011

Required courses:

MLI61C620 ADVANCED PROFESSIONAL WRITING (BScBA 11A)
MLI36A020 INTRODUCTION TO STATISTICS (BScBA 11B)
MLI26C693 RESEARCH METHODS IN INTERNATIONAL BUSINESS (BScBA 10A)
MLI32A002 BUSINESS LAW AND ETHICS (BScBA 10B)

Elective course:

MLI26C651 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

MLI61C620 ADVANCED PROFESSIONAL WRITING

6 cr

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

Instructor: Rebecca Tanaka
Degree: MA (Western Washington University, USA)
Title and affiliation: Corporate Trainer, Freedom Personal Development (USA)

Course description

An advanced course emphasizing various aspects of writing for professional and academic purposes. The course focuses on developing formal writing skills, including the following: report writing; literature reviews; summarizing; developing and supporting or refuting thesis statements; and argumentation. In addition, the course will address the relationship between the writer and the audience.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the fundamental purposes and methodologies of professional and academic writing, 2) employ different writing styles depending on the audience and purpose, 3) use professionally appropriate vocabulary, grammar, punctuation, and format, and 5) become aware of tools and aids for further development of writing skills.

MLI36A020 INTRODUCTION TO STATISTICS

6 cr

Instructor: Subhajyoti Bandyopadhyay
Degree: Ph.D. (Purdue University, USA)
Title and affiliation: 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 the effect 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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<th>Course Title</th>
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<td></td>
<td>BUSINESS</td>
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<tr>
<td>Instructor</td>
<td>Birud Sindhav</td>
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<tr>
<td>Degree</td>
<td>Ph.D. (The University of Oklahoma, USA)</td>
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<tr>
<td>Title and affiliation</td>
<td>Associate Professor of Marketing, University of Nebraska at Omaha (USA)</td>
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</table>

**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>
<td>6 cr</td>
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<tr>
<td>Instructor</td>
<td>Ross Kamarul-Baharin</td>
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<tr>
<td>Degree</td>
<td>LL.M. Law (University of Helsinki, Finland)</td>
<td></td>
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<tr>
<td></td>
<td>Doctoral candidate University of Helsinki/University of Science Malaysia Fellow</td>
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<tr>
<td>Title and affiliation</td>
<td>Senior Associate Lawyer, Mäkitalo Rantanen &amp; Co Ltd, Attorneys-at-Law, Helsinki (Finland)</td>
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</tbody>
</table>

**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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<th>Course name</th>
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<tbody>
<tr>
<td>MLI26C651</td>
<td>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</td>
<td>6 cr</td>
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</table>

The course qualifies for the following concentrations: MGT, GB

**Instructor:** Russell Warhurst  
**Degree:** Ph.D. (University of Bath, UK)  
**Title and affiliation:** Senior Research Fellow in Management and MBA Program Leader, University of Chester (UK)

**Course description**

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

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

1) understand of HR concepts and functions in an international environment, 2) learn management skills required to acquire, maintain, and grow an international workforce, 3) learn how to design jobs and assess talent for both domestic and global enterprises, 4) create processes to evaluate employee performance and grow superior workforce talent, and 5) manage approaches designed to motivate staff to perform exceptionally using technology and management skills in multicultural environments. Project assignments are used extensively that immerse students personally in the various HR functions as they write resumes, create job descriptions, conduct mock interviews, take psychological tests, etc., that are all desired to facilitate retention of the concepts taught from an international perspective.
### MODULE 5  
21/11 - 09/12 2011

**Required courses:**
- **MLI36A020** INTRODUCTION TO STATISTICS (BScBA 11A)
- **MLI61C620** ADVANCED PROFESSIONAL WRITING (BScBA 11B)
- **MLI32A002** BUSINESS LAW AND ETHICS (BScBA 10A)
- **MLI26C693** RESEARCH METHODS IN INTERNATIONAL BUSINESS (BScBA 10B)

**Elective course:**
- **MLI26C010** INTERNATIONAL MARKETING

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<th>Course Code</th>
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<tbody>
<tr>
<td>MLI36A020</td>
<td>INTRODUCTION TO STATISTICS</td>
<td>6 cr</td>
</tr>
<tr>
<td>MLI61C620</td>
<td>ADVANCED PROFESSIONAL WRITING</td>
<td>6 cr</td>
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**MLI36A020 INTRODUCTION TO STATISTICS**  
**6 cr**

**Instructor:** 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 eff 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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<th>Course Code</th>
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<tr>
<td>MLI61C620</td>
<td>ADVANCED PROFESSIONAL WRITING</td>
<td>6 cr</td>
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</table>

**Instructor:** Rebecca Tanaka  
**Degree:** MA (Western Washington University, USA)  
**Title and affiliation:** Corporate Trainer, Freedom Personal Development (USA)  
(see full CV with module 4)

**Course description**
An advanced course emphasizing various aspects of writing for professional and academic purposes. The course focuses on developing formal writing skills, including the following: report writing; literature reviews; summarizing; developing and supporting or refuting statements; and argumentation. In addition, the course will address the relationship between the writer and the audience.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) understand the fundamental purposes and methodologies of professional and academic writing, 2) employ different writing styles depending on the audience and purpose, 3) use professionally appropriate vocabulary, grammar, punctuation, and format, and 5) become aware of tools and aids for further development of writing skills.
### MLI32A002 BUSINESS LAW AND ETHICS 6 cr

**Instructor:** Ross Kamarul-Baharin  
**Degree:**  
- LL.M. Law (University of Helsinki, Finland)  
- Doctoral candidate (University of Helsinki/University of Science Malaysia Fellow)  
**Title and affiliation:** Senior Associate Lawyer, Mäkitalo Rantanen & Co Ltd, 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.

### MLI26C693 RESEARCH METHODS IN INTERNATIONAL BUSINESS 6 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.
MLI26C010  INTERNATIONAL MARKETING  6 cr

The course qualifies for the following concentrations: MKT, GB

Instructor: Roberta Veale
Degree: Ph.D. (University of Adelaide, Australia)
Title and affiliation: Senior Lecturer, University of Adelaide, Business School (Australia)

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

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

**09/01 - 27/01 2012**

#### Required courses:
- ML61A160  **BUSINESS COMMUNICATION** (BScBA 11A)
- ML31A002  **PRINCIPLES OF ECONOMICS** (BScBA 11B)

#### Elective courses:
- ML26C633  **BRAND MANAGEMENT**
- ML26C685  **CORPORATE SOCIAL RESPONSIBILITY**
- ML26C679  **INTERCULTURAL NEGOTIATIONS**

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<td>ML31A002</td>
<td><strong>PRINCIPLES OF ECONOMICS</strong></td>
<td>6</td>
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<tr>
<td>ML26C633</td>
<td><strong>BRAND MANAGEMENT</strong></td>
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<tr>
<td>ML26C685</td>
<td><strong>CORPORATE SOCIAL RESPONSIBILITY</strong></td>
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<tr>
<td>ML26C679</td>
<td><strong>INTERCULTURAL NEGOTIATIONS</strong></td>
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#### ML61A160

**Instructors:** Aalto University language teachers

**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.

#### ML31A002

**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.

#### ML26C633

**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.
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<tr>
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</tr>
<tr>
<td>MLI26C679</td>
<td>INTERCULTURAL NEGOTIATIONS</td>
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</table>

**MLI26C685 CORPORATE SOCIAL RESPONSIBILITY 6 cr**

The course qualifies for the following concentrations: MGT, GB

Instructor: Sheila Killian  
Degree: Ph.D. (University College Dublin, Ireland)  
Title and affiliation: Head of Department of Accounting & Finance, 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.

**MLI26C679 INTERCULTURAL NEGOTIATIONS 6 cr**

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

Instructor: Maureen Maguire Lewis  
Degree: M.A. (Boston College, USA)  
Title and affiliation: Lecturer in Professional Writing, Duke University, The Fuqua School of Business (USA)

**Course description**

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

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

1) understand fundamental concepts of management and communication in an intercultural context, 2) understand and assess intercultural settings for the purpose of negotiating, 3) to understand and appreciate the diversity of cultural settings for communication and negotiations, 4) to identify and apply diverse formats and approaches in intercultural communications, and 5) to identify and understand different organizational contexts of conducting intercultural negotiations.
### Required courses:

- **MLI31A002** PRINCIPLES OF ECONOMICS (BScBA 11A)
- **MLI61A160** BUSINESS COMMUNICATION (BScBA 11B)
- **MLI26C012** BACHELOR’S THESIS (modules 7 and 10) (BScBA 10)

### Elective courses:

- **MLI26C716** DOING BUSINESS IN THE BALTIC SEA REGION

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### MLI31A002 PRINCIPLES OF ECONOMICS 6 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,
6. understand economic fluctuations in both domestic and international settings.

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### MLI61A160 BUSINESS COMMUNICATION 6 cr

**Instructors:** Aalto University language teachers

**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,
4. make professional business presentations. The course is intended to be highly interactive and task-oriented.

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### MLI26C012 BACHELOR’S THESIS Bachelor’s Thesis, 10 cr (modules 7 and 10) Thesis Seminar, 2 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.
MLI26C716      DOING BUSINESS IN THE BALTIC SEA REGION      6 cr

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

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

Course description
An introduction to the economies and business of the Baltic Sea region focusing especially on Finland, Estonia, Latvia, and Lithuania, and to some extent on Sweden, Denmark and Northwest Russia. A brief historical overview is provided, including the conditions leading to the present-day business environment and the impact of EU membership. Other topics include: entry modes and sectors of interest for FDI; regional marketing strategies; labor markets and migration; variations in management cultures; and environmental challenges and opportunities.

Learning outcomes for this course, upon successful completion, include the ability to:
1) generally understand the key historical factors that have shaped present-day Baltic Sea Region economies; 2) know the main features of the current Baltic Sea region economies; 3) understand the significance of EU membership for the region; 4) learn about environmental threats and opportunities in the region; and 5) be aware of the challenges and opportunities facing foreign business partners operating in these countries.
Required courses:

- MLI61C610 INTERCULTURAL COMMUNICATION (BScBA 11, group 1)
- MLI22A002 PRINCIPLES OF ACCOUNTING (BScBA 11, group 1)

Elective courses:

- MLI26C604 DOING BUSINESS IN THE EU
- MLI26C717 INTERNATIONAL CUSTOMER SERVICE MANAGEMENT
- MLI26C600 ENTREPRENEURSHIP IN THE GLOBAL ECONOMY

MLI61C610 INTERCULTURAL COMMUNICATION (group 1)  6 cr

Instructor: Rebecca Tanaka
Degree: MA (Western Washington University, USA)
Title and affiliation: Corporate Trainer, Freedom Personal Development (USA)
(see full CV with module 4)

Course description
An introduction to the role of communication in a more global, interconnected business community. The course examines the power and potential of understanding intercultural communication to promote interaction among people from different national, ethnic, religious and cultural backgrounds. 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 theory and philosophy behind intercultural communication, 2) assess how different cultural identities influence perceptions and intercultural interaction, 3) explore the communication patterns of diverse global cultures, 4) understand the impact of cultural diversity within nations and organizations, 5) explore how verbal and non-verbal symbols vary and are used in intercultural communication, 6) examine how culture modifies interaction.

MLI22A002 PRINCIPLES OF ACCOUNTING  6 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.
### DOING BUSINESS IN THE EU

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<tr>
<th>Course Code</th>
<th>DOING BUSINESS IN THE EU</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MLI26C604</td>
<td>(demanding self-study course)</td>
<td>6 cr</td>
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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 Jean Monnet Chair, 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.

### INTERNATIONAL CUSTOMER SERVICE MANAGEMENT

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<th>Course Code</th>
<th>INTERNATIONAL CUSTOMER SERVICE MANAGEMENT</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MLI26C717</td>
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<td>6 cr</td>
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The course qualifies for the following concentrations: MKT, MGT, GB

**Instructor:** 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, with an emphasis on companies operating internationally. It provides an opportunity to gain an appreciation for the unique challenges inherent in marketing and managing customer services, and service products. Topics include service design and delivery, service quality and standards, and the roles played by both service provider and customer. Students are also introduced to theories focusing on customer value, customer satisfaction, customer retention, and customer loyalty. In addition, research methods that are commonly applied to measure and monitor customer satisfaction, service quality and customer loyalty in local and international settings are discussed. Student teams will assess a service or a product provided by a local or international company in terms of one of several evaluative models commonly used in companies and other 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 companies 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 in local and international settings 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.
MLI26C600 ENTREPRENEURSHIP IN THE GLOBAL ECONOMY 6 cr

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 Innovation & 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 practice.

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  
12/03 - 30/03 2012

Required courses:
MLI22A002  PRINCIPLES OF ACCOUNTING  (BScBA 11, group 2)
MLI61C610  INTERCULTURAL COMMUNICATION  (BScBA 11, group 2)

Elective courses:
MLI26C714  GENDER AND COMMUNICATION IN THE INTERNATIONAL WORKPLACE
MLI26C718  DIGITAL MARKETING STRATEGIES

MLI22A002  PRINCIPLES OF ACCOUNTING  6 cr
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 for this course, upon successful completion, include the ability to:
1) understand basic theories, concepts and practices of accounting, 2) understand the role of accounting in the management of business institutions, 3) understand the essential distinction between financial and managerial accounting, 4) understand the role of accounting information systems, 5) understand the concepts and role of revenue, expense, asset, liability and equity accounts in financial accounting, 6) understand and develop income statements, 7) understand and prepare balance sheets, and 8) understand and develop cash flow statements.

MLI61C610  INTERCULTURAL COMMUNICATION (group 2)  6 cr
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 more global, interconnected business community. The course examines the power and potential of understanding intercultural communication to promote interaction among people from different national, ethnic, religious and cultural backgrounds. 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 theory and philosophy behind intercultural communication, 2) assess how different cultural identities influence perceptions and intercultural interaction, 3) explore the communication patterns of diverse global cultures, 4) understand the impact of cultural diversity within nations and organizations, 5) explore how verbal and non-verbal symbols vary and are used in intercultural communication, 6) examine how culture modifies interaction.
### MLI26C714  GENDER AND COMMUNICATION IN THE INTERNATIONAL WORKPLACE  6 cr

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

### MLI26C718  DIGITAL MARKETING STRATEGIES  6 cr

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

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

**Course description**  
This course focuses on using a digital presence to support contemporary international business. It synthesizes principles of digital tools with concepts and practices of strategic marketing. Topics include digital marketing communications, digital customer relationships, web metrics and database marketing, social media and mobile commerce. During the course students will carry out assignments using digital tools. A central part of this course is a client project with options including search engine optimization, search engine ads, social media, email campaigns, and defining mobile strategy.

**Learning outcomes** for this course, upon successful completion, include the ability to:
understand the use of electronic networks in marketing: (1) as a medium for promotion and relationship building, (2) as a channel for distribution and retailing, and (3) as a platform for connecting groups and offering network services.
### Required courses:

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<tr>
<th>Module Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MLI21C617</td>
<td>OPERATIONS MANAGEMENT (BScBA 11A)</td>
<td>6 cr</td>
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<tr>
<td>MLI23A020</td>
<td>INTRODUCTION TO MARKETING (BScBA 11B)</td>
<td>6 cr</td>
</tr>
<tr>
<td>MLI26C012</td>
<td>BACHELOR’S THESIS (modules 7 and 10) (BScBA 10)</td>
<td>10 cr</td>
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### Elective courses:

<table>
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<th>Module Code</th>
<th>Course Title</th>
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<tr>
<td>MLI26C652</td>
<td>INTERNATIONAL ORGANIZATIONAL BEHAVIOR</td>
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### Course description:

**MLI21C617 OPERATIONS MANAGEMENT**

**Instructor:** Susan Grinsted  
**Degree:** Ph.D. (University of Warwick, UK)  
**Title and affiliation:** Director, Burman Associates (UK) (see full CV with module 2)

**Course description**

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

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

1) understand the essential concepts and processes of operations management, 2) determine operations management tasks from the business strategy and establish performance objectives, 3) plan and schedule capacity, equipment, materials and labour for a given level of activity and level of service, 4) measure and analyse operational quality, and 5) review and assess methods and strategies for improvement in operations.

**MLI23A020 INTRODUCTION TO MARKETING**

**Instructor:** Paurav Shukla  
**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.

**MLI26C012 BACHELOR’S THESIS**

**(modules 7 and 10)**

**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.
MLI26C652 INTERNATIONAL ORGANIZATIONAL BEHAVIOR 6 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.
Language courses:

**MLI72A100**  SWEDISH BUSINESS COMMUNICATION (BScBA 11, 2 groups)

**MLI71A100**  FINNISH BUSINESS COMMUNICATION (BScBA 11, 3 groups)

Elective courses:

**MLI26C679**  INTERCULTURAL NEGOTIATIONS

**MLI26C680**  MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS

**MLI26C660**  INTERNATIONAL SALES MANAGEMENT

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**MLI72A100**  SWEDISH BUSINESS COMMUNICATION  3 cr

(2 groups)

Instructors: Aalto University language teachers

Language of instruction: Finnish

**Course description**

Kursilla opitaan selviytymään talouselämän eri tehtävissä niin ruotsiksi kuin suullisesti kuin suullisesti, tuottamaan kirjallisia ja suullisia tekstejä talouselämän keskeisiltä aloilta, ymmärtämään alan ruotsalaisia ammattilehtiä ja muiden medioiden tarjontaa ruotsiksi sekä toimimaan vuorovaikutteisesti. Kursilla luetaan itsenäisesti talouskielen tekstejä ja tehdään tekstiin pohjautuvia suullisia ja kirjallisia harjoituksia sekä syvennetään talouden erikoiskielen osaamista suullisesti ja kirjallisesti.


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**MLI71A100**  FINNISH BUSINESS COMMUNICATION  3 cr

(3 groups)

Instructor: Aalto University language teachers

Language of instruction: Finnish

**Course description**

Tavoitteena on perehtyä luentojen ja harjoitusten avulla talouselämän kirjoitus- ja puheviestintätaihteisiin sekä niissä tarvittaviin viestintätaitoihin. Kurssin suuruus on 3 op.


Kirjallisen yritysviestinnän osiossa analysoidaan tilanteenmukaista kirjallista yritysviestintää ja harjoitellaan liiketekstin kirjoittamista; liiketeksteistä tarkasteltavina ovat erityisesti tiedotteet ja suostuttelevat markkinointikirjeet.
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MLI26C679</td>
<td>INTERCULTURAL NEGOTIATIONS</td>
<td>6 cr</td>
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The course qualifies for the following concentrations: BCC, MKT, MGT, GB

**Instructor:** Michael Manning  
**Degree:** Ph.D. (Krannert Graduate School of Management, Purdue University, USA)  
**Title and affiliation:** Professor of Management, College of Business, New Mexico State University (USA)

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

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

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<tr>
<td>MLI26C680</td>
<td>MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS</td>
<td>6 cr</td>
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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.
MLI26C660 INTERNATIONAL SALES MANAGEMENT 6 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**  
21/05 - 08/06 2012

**Required courses:**
- MLI23A020  INTRODUCTION TO MARKETING (BScBA 11A)
- MLI21C617  OPERATIONS MANAGEMENT (BScBA 11B)

**Elective courses:**
- MLI26C719  PRODUCT INNOVATION IN THE GLOBAL MARKETPLACE
- MLI26C653  INTERNATIONAL BUSINESS STRATEGY

### MLI23A020  INTRODUCTION TO MARKETING  6 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) know and understand ethical dilemmas in marketing.

### MLI21C617  OPERATIONS MANAGEMENT  6 cr

**Instructor:** Susan Grinsted  
**Degree:** Ph D. (University of Warwick, UK)  
**Title and affiliation:** Director, Burman Associates (UK)  
(see full CV with module 2)

**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.
MLI26C719  PRODUCT INNOVATION IN THE GLOBAL MARKETPLACE  6 cr

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

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

Course description
Maintaining competitiveness in the global marketplace requires that companies focus increasingly on innovation. This course will address the principles of the innovation process: from the identification of new ideas, through the development of innovations and eventual introduction of novel ideas to the marketplace. Students will apply the principles learned in the classroom to create an original product or service and analyze its international market potential, technical and financial feasibility. The course will culminate in a competition among student teams, in which their projects will be evaluated by a panel of judges.

Learning outcomes for this course, upon successful completion, include the ability to:
1) create novel product and service concepts using idea generation techniques, 2) analyze the feasibility of new products and services in terms of international market potential, using primary and secondary data, 3) analyze the feasibility of new products and services in terms of technical potential, producing a working prototype and developing an intellectual property strategy, 4) analyze the feasibility of new products and services in terms of basic financial potential, using pro formas and performance measures, 5) develop a route to commercialization through internal development, start-up or licensing, and 6) communicate the product/service concept – its benefits and commercial potential – to a diverse audience.

MLI26C653  INTERNATIONAL BUSINESS STRATEGY  6 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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<td>MLI66A001</td>
<td>BASICS IN BUSINESS FRENCH 1</td>
<td>3 cr</td>
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<tr>
<td>MLI65A001</td>
<td>BASICS IN BUSINESS SPANISH 1</td>
<td>3 cr</td>
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<tr>
<td>MLI62A001</td>
<td>BASICS IN BUSINESS GERMAN 1</td>
<td>3 cr</td>
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Elective courses:

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<tbody>
<tr>
<td>MLI26C707</td>
<td>ENVIRONMENTAL ECONOMICS</td>
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<tr>
<td>MLI26C676</td>
<td>EMERGING ECONOMY OF CHINA</td>
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**MLI66A001 BASICS IN BUSINESS FRENCH 1**

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

Course description: This course uses a communicative approach. At this initial level, students will learn to introduce themselves and others, express their likes and dislikes, describe domestic and urban environments, manage time and space, ask for and understand directions, find housing, carry out invitations and handle hospitality situations such as meals and meetings. Speaking and listening are emphasized.  
Beginning level 0, Target level A1 (Common European Framework)

**MLI65A001 BASICS IN BUSINESS SPANISH 1**

Instructor: Ana María Monterde Rey  
Degree: Ph.D. (University of Las Palmas de G. C., Spain)  
Title and affiliation: Professor, Faculty of Translation and Interpreting, University of Las Palmas de Gran Canaria (Spain)  
Language of instruction: English

Course description: This course focuses on the basic structures of Spanish and provides a review of basic vocabulary in everyday life. The goal is for the student to be able to manage in some simple everyday and business situations (shops, restaurants, hotels) and to get to know some customs of Spanish-speaking countries.  
Beginning level 0, Target level A1 (Common European Framework)

**MLI62A001 BASICS IN BUSINESS GERMAN 1**

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

Course description: This course introduces students to speaking, listening, reading and writing in German. By the end of this course, students will be able to provide basic information about themselves, greet people, ask simple questions, compose small texts, take notes, and cope with a number of everyday needs in German. Students also begin to explore business culture in German-speaking countries. Emphasis is placed on proficiency and the active use of the language in class. Outside of class students are asked to complete written homework and online assignments.  
Beginning level 0, Target level A1 (Common European Framework)
**MLI26C707  ENVIRONMENTAL ECONOMICS  6 cr**

The course qualifies for the following concentrations:  MGT, GB

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

**Course description**

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

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

1) know essential concepts and dynamics in environmental economics, 2) develop basic and critical appreciation of economics as applied to the environment and natural resources, 3) understand the connection between environmental quality and the economic behavior of individuals and other key economic agents, 4) relate environment and resource analysis to real world issues and circumstances through the use of practical problems and policies.

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**MLI26C676  EMERGING ECONOMY OF CHINA  6 cr**

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

Instructor:  John Rogers  
Degree:  MBA (Northwestern University, USA)  
Title and affiliation:  Adjunct Professor, Kellogg School of Management, Northwestern University (USA)

**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.
Language courses:

MLI66A002  BASICS IN BUSINESS FRENCH 2  (BScBA 11)
MLI65A002  BASICS IN BUSINESS SPANISH 2  (BScBA 11)
MLI62A002  BASICS IN BUSINESS GERMAN 2  (BScBA 11)

Elective courses:

MLI26C695  MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS
MLI26C643  INTERNATIONAL FINANCE

MLI66A002  BASICS IN BUSINESS FRENCH 2  3 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
This course uses a communicative approach. Students will build on prior basic knowledge of the language to produce more complex oral statements and written documents. They will also learn to use past and future tenses in order to report events, tell stories and describe situations. Assignments will include searching for information on the internet and making reports using authentic documents. Students will also learn to express their thoughts about subjects such as social relations and politics. Listening, speaking, reading and writing will be equally emphasized.
Beginning level A1, Target level A2 (Common European Framework)

MLI65A002  BASICS IN BUSINESS SPANISH 2  3 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 Gran Canaria (Spain) (see full CV with module 13)
Language of instruction:  English
Course description
The main aim of this course is to increase the student’s knowledge of the basic structures of Spanish and basic vocabulary in everyday life, and to acquire a basic business vocabulary in Spanish. The goal is for the student to be able to manage in some common everyday and business situations (travel arrangements, meeting arrangements and company visits) and to get to know some customs of Spanish-speaking countries.
Beginning level A1, Target level A2 (Common European Framework)

MLI62A002  BASICS IN BUSINESS GERMAN 2  3 cr

Instructor:  Daniel Nolan
Degree:  Ph.D. (Northwestern University, USA)
Affiliation:  Assistant Professor, University of Minnesota, Duluth (MN, USA) (see full CV with module 13)
Language of instruction:  English
Course description
In this course students deepen their familiarity with the German language by working with advanced vocabulary, more complex grammatical issues and longer writing assignments. At the end of this course students will be able to provide complex information about themselves, and cope with a wide variety of situations in German. Students will be able to read longer texts on current or past events, write letters, short essays, and navigate their way through a large number of linguistic environments with basic proficiency. Key assignments include finding an apartment online and making a virtual plan to move to a German-speaking country.
Beginning level A1, Target level A2 (Common European Framework)
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<td>MLI26C695</td>
<td>MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS</td>
<td>6 cr</td>
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The course qualifies for the following concentrations: MKT, MGT, GB

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

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

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) identify high-technology products and innovations, 2) understand the strategy and culture of high-tech firms, 3) practice the market research tools needed to understand consumer behavior in high-tech markets and 4) develop actionable go-to-market programs for high-tech products and innovations.

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<td>INTERNATIONAL FINANCE</td>
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The course qualifies for the following concentrations: MGT, GB

**Instructor:** Animesh Ghoshal  
**Degree:** Ph.D. (University of Michigan, USA)  
**Title and affiliation:** Professor of Economics, DePaul University (IL, USA)

**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 15  
30/07 - 17/08 2012

MLI66B101  
FRENCH BUSINESS COMMUNICATION 1A  
(BScBA 11)

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:
The objective of this course is to improve students' understanding and expression in the area of business and economics in French. Students will learn to write business letters and memos, apply and interview for a job, speak on the phone, master computing terms, understand and synthesize business news. This course will focus equally on listening, speaking, reading and writing skills.
Beginning level A2, Target level B1 (Common European Framework)

MLI66B102  
FRENCH BUSINESS COMMUNICATION 1B  
3 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:
The objective of this course is to further improve students’ understanding and expression in the area of business and economics in French. The topics to be covered include the vocabulary of marketing, finance, banking, legal forms of incorporation, and international commerce. This course will focus especially on conversational skills.
Beginning level A2, Target level B1 (Common European Framework)

MLI65B101  
SPANISH BUSINESS COMMUNICATION 1A  
3 cr

Instructor: Juan Carlos Barrera
Degree: DBA (Argosy University, USA)
Title and affiliation: Assistant Professor, Center for Business and Economics, Elmhurst College (IL, USA)
Language of instruction: English

Course description:
Students 1) get to know different materials and documents concerning the basic activities of a firm (contract samples, accounting documents, customs & immigration forms, bank account forms, services requests, and business letters), 2) practice different kinds of communication situations in a multicultural context (travel, hotel, hospitals, airports, meals, shopping & street smarts), and 3) revise and improve basic structures of the language (conversation circles and improvisation exercises).
Beginning level A2, Target level B1 (Common European Framework)
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<td><strong>Course description</strong></td>
<td>During this conversational business communication course the students 1) practice business communication situations (i.e. job interviews, team project communications, work meetings, conflict mediation &amp; resolution), 2) get to know the most important cultural differences, as well as business practices, of Latin America/Spain, and 3) work on a marketing presentation to introduce a new product into Latin American markets. Beginning level A2, Target level B1 (Common European Framework)</td>
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MLI26C704 BUSINESS CONSULTING IN THE GLOBAL ECONOMY 6 cr

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

Instructor: Naomi Birdthistle
Degree: Ph.D. (University of Limerick, Ireland)
Title and affiliation: Lecturer in Entrepreneurship and Family Business, 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.

20/08 - 24/08 2012 Orientation week for new students