Aalto University School of Business
Mikkeli Campus

Bachelor’s Degree Program in International Business
BScBA

Curriculum for 2012-2013

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>
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</tr>
<tr>
<td>Professional Development Portfolio</td>
<td>6</td>
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<tr>
<td>Business Mathematics</td>
<td>6</td>
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<tr>
<td>Introduction to Statistics</td>
<td>6</td>
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<tr>
<td>Introduction to Management</td>
<td>6</td>
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<tr>
<td>Principles of Accounting</td>
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<tr>
<td>Managerial Finance</td>
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<tr>
<td>Principles of Economics</td>
<td>6</td>
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<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>
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<tr>
<td><strong>Required courses in Major</strong></td>
<td>60</td>
</tr>
<tr>
<td>Global Business Environment</td>
<td>6</td>
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<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>6</td>
</tr>
<tr>
<td>Marketing (MKT), Management (MGT), Business Culture and Communication (BCC) or Global Business (GB)</td>
<td>6</td>
</tr>
<tr>
<td>(the latter may consist of courses from all concentrations in International Business).</td>
<td>6</td>
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<tr>
<td>Bachelor’s thesis</td>
<td>10</td>
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<tr>
<td>Thesis seminar</td>
<td>2</td>
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<tr>
<td>Proficiency test</td>
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<tr>
<td><strong>Minor subject studies</strong></td>
<td>42</td>
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<tr>
<td>Elective course 1</td>
<td>6</td>
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<tr>
<td>Students must complete 24 credits during the study abroad period.</td>
<td>6</td>
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<tr>
<td>A minimum of 18 of the study abroad credits must be in the field of business.</td>
<td>6</td>
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<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>
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<tr>
<td><strong>Language and Communication Courses</strong></td>
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<tr>
<td>Business Communication</td>
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<tr>
<td>Intercultural Communication</td>
<td>6</td>
</tr>
<tr>
<td>Advanced Professional Writing</td>
<td>6</td>
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<tr>
<td>Foreign language (other foreign language; Spanish, French, Russian or German)</td>
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<tr>
<td>Finnish Business Communication</td>
<td>3</td>
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<tr>
<td>Swedish Business Communication</td>
<td>3</td>
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<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.
<table>
<thead>
<tr>
<th>MODULE</th>
<th>REQUIRED COURSES (BScBA12, 1st year)</th>
<th>REQUIRED COURSES (BScBA11, 2nd year)</th>
<th>ELECTIVE COURSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>GLOBAL BUSINESS ENVIRONMENT (A&amp;B)</td>
<td>INTERCULTURAL MANAGEMENT (A&amp;B, group 1)</td>
<td>MANAGEMENT CULTURE AND COMMUNICATION (BCC, MKT, GB)</td>
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<tr>
<td></td>
<td>Joan Loften</td>
<td>Jacobo Ramirez</td>
<td>Diana Phillips</td>
</tr>
<tr>
<td></td>
<td>Coordinator: Joan Loften</td>
<td>MANAGERIAL FINANCE (A&amp;B, group 1)</td>
<td>INTERNATIONAL HUMAN RESOURCE MANAGEMENT (MGT, GB)</td>
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<tr>
<td></td>
<td></td>
<td>David Volkman</td>
<td>Russell Warhurst</td>
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<td>278-14/9</td>
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<td>PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT (BCC, MKT, MGT, GB)</td>
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<td>2</td>
<td>BUSINESS MATHEMATICS (A)</td>
<td>INTERCULTURAL MANAGEMENT (A&amp;B, group 2)</td>
<td>DISCUSSION OPTIONS IN INTERNATIONAL BUSINESS (BCC, MGT, MKT, GB)</td>
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<td>Eric West</td>
<td>Martin Neubauer</td>
<td>Alexane Choulguy</td>
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<td>INTRODUCTION TO MANAGEMENT (B)</td>
<td>MANAGERIAL FINANCE (A&amp;B, group 2)</td>
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<td>David Atkinson</td>
<td>Graham Milner</td>
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<td>INTRODUCTION TO MANAGEMENT (A)</td>
<td>INTERCULTURAL MANAGEMENT (A&amp;B, group 3)</td>
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<td>J. Ronald Colli</td>
<td>Martin Neubauer</td>
<td>Naumen Maguire Lewis</td>
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<td>MANAGERIAL FINANCE (A&amp;B, group 3)</td>
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<td>Kathleen Hamesey</td>
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<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS (A)</td>
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<td>Rebecca Tanaka</td>
<td>Birendra Sinha</td>
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<td>BUSINESS LAW AND ETHICS (A)</td>
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<td>Subhajyoti Bandyapathy</td>
<td>Ross Karamal-Balaram</td>
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<td>DOING BUSINESS IN THE BALTIC SEA REGION (BCC, MGT, MKT, GB)</td>
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<td>BACHELOR’S THESIS (A &amp; B)</td>
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<td>Joseph Petter</td>
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<td>27</td>
<td>Orientation week for new students</td>
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</table>

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

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

2 Students must choose one of these concentrations and get 30 or 100 credits in International Business: Marketing (MKT), Management (MGT), Business Communication and Information Technology (BCC) or Global Business (GB).
MODULE 1  
27/08 - 14/09 2012

Required courses: 

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Name</th>
<th>(BScBA 12A&amp;B)</th>
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<tbody>
<tr>
<td>MLI26C001</td>
<td>GLOBAL BUSINESS ENVIRONMENT</td>
<td></td>
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<tr>
<td>MLI20A001</td>
<td>PROFESSIONAL DEVELOPMENT PORTFOLIO begins</td>
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<tr>
<td>MLI26C664</td>
<td>INTERCULTURAL MANAGEMENT</td>
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<tr>
<td>MLI28A010</td>
<td>MANAGERIAL FINANCE</td>
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Elective courses: 

<table>
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<tr>
<th>Code</th>
<th>Course Name</th>
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<tbody>
<tr>
<td>MLI26C684</td>
<td>MANAGEMENT CULTURE AND COMMUNICATION</td>
</tr>
<tr>
<td>MLI26C651</td>
<td>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</td>
</tr>
<tr>
<td>MLI26C703</td>
<td>PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT begins</td>
</tr>
</tbody>
</table>

MLI26C001  
GLOBAL BUSINESS ENVIRONMENT  
6 cr

Instructor:  
Joan Lofgren

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

Title and affiliation:  
Program Director, Aalto School of Business, 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 Business, Mikkeli Campus (Finland)

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

Learning outcomes for this course, upon successful completion, include the ability to: 
1) understand and apply concepts of information retrieval to complex research issues, 2) understand and use a variety of computer applications (particularly the Word Suite of applications), 3) understand differences among learning styles and abilities and apply them in self-assessment, 4) understand differences in professional writing and apply methods of writing in scientific and analytical writing, and 5) engage in self-assessment and develop the capacity to learn how to learning in diverse cultural and professional settings.
### MLI26C664 INTERCULTURAL MANAGEMENT 6 cr

**Instructor (NEW):** Jacobo Ramirez  
**Degree:** DBA (School of Management at Newcastle upon Tyne University, UK)  
**Title and affiliation:** External Lecturer, Copenhagen Business School (Denmark)

#### 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.

### MLI26C684 MANAGEMENT CULTURE AND COMMUNICATION 6 cr

**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.

### MLI26A010 MANAGERIAL FINANCE 6 cr

**Instructor:** David Volkman  
**Degree:** Ph.D. (University of Nebraska-Lincoln, USA)  
**Title and affiliation:** Associate Professor and Chair, Department of Finance, Banking and Law, University of Nebraska at Omaha (NE, USA)

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

#### Learning outcomes
For this course, upon successful completion, include the ability to:
1) know and understand basic concepts and vocabulary of managerial finance, 2) identify and assess the financial health of a company, 3) predict the financial position of a company in short-term frameworks, 4) understand and incorporate time-value of money in decision making, 5) understand and evaluate expected benefits and risks of investment decisions, 6) understand and estimate a company’s cost of funds, 7) evaluate capital expenditure proposals, and 8) understand valuation models of corporate securities.
MLI26C651  INTERNATIONAL HUMAN RESOURCE MANAGEMENT  6 cr

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, 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 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.

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

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

Instructor (NEW):  Tomi Heimonen
Degree:  Ph.D. student (Aalto University School of Business)
Title and affiliation:  Manager of Education, Aalto University School of Business, Small Business Center (Finland)

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

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.

This applied research course is conducted over several modules. Students are allowed to take the course at the same with other courses in these modules. Enrollment is limited.
## Module 2

### Required Courses:

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

### Elective Courses:

- MLI26C662: COMPARATIVE CONSUMER BEHAVIOR
- MLI26C643: INTERNATIONAL FINANCE

### Instructor and Degree Information:

- **MLI34A030**
  - Instructor: Eric West
  - Degree: Ph.D. (Iowa State University of Science and Technology, USA)
  - Title and Affiliation: Visiting Professor, Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia (Malaysia)

- **MLI21A030**
  - Instructor: David Atkinson
  - Degree: Ph.D. (University of Maryland, USA)
  - Title and Affiliation: Dean Emeritus, Aalto ECON Mikkeli BScBA Degree Program

### Course Descriptions:

#### MLI34A030 BUSINESS MATHEMATICS

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.
9. Use computer-based tools for calculation.

#### MLI21A030 INTRODUCTION TO MANAGEMENT

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.
6. Understand the challenges of conducting business in the global community.
### MLI26C664  INTERCULTURAL MANAGEMENT  6 cr

**Instructor:** Martin Neubauer  
**Degree:** Doctorate in Economic and Social Sciences (Karl-Franzens-University, Austria)  
**Title and affiliation:** Lecturer and internal consultant for the corporate university of the GAZ group, Russia

**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.

### MLI26C662  COMPARATIVE CONSUMER BEHAVIOR  6 cr

The course qualifies for the following concentrations: MKT, GB

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

**Course description**
In order to create successful marketing strategies managers first need to understand the complex way in which people behave as consumers. There is a significant body of knowledge that draws on research into understanding what human behavior underlies the processes involved in consumer decision making and behavior. This course provides an exploration of the complex dynamics of consumer behavior in diverse cultures around the globe. It is designed to develop an understanding of the psychological, social, and cultural influences on consumer behavior. Theoretical perspectives are employed to predict consumer response to different marketing stimuli in various parts of the world.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) understand the basic concepts and issues in consumer behavior, 2) recognize consumer issues as business problems and challenges in different markets, 3) learn how consumer behavior and marketing strategies influence each other, 4) understand how to make strategic recommendations based on consumer psychology and sociology, focusing on varying consumer segments, and 5) develop a deeper understanding of the role of culture in diverse parts of the world as it relates to consumer behavior.
MLI26C643   INTERNATIONAL FINANCE     6 cr

The course qualifies for the following concentrations:    MGT, GB

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

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

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand fundamental concepts of international finance, 2) understand the role of international financial institutions and agencies, such as the International Monetary Fund and the World Bank, 3) understand and assess diverse international financial strategies, 4) know and understand risk-benefit analyses in the context of international finance, and 5) understand essential differences in financial strategies with regard to regional and country wealth.
MODULE 3  
08/10 - 26/10 2012

Required courses:
MLI21A030  INTRODUCTION TO MANAGEMENT  (BScBA 12A)
MLI34A030  BUSINESS MATHEMATICS  (BScBA 12B)
MLI26C664  INTERCULTURAL MANAGEMENT  (BScBA 11, group 3)
MLI28A010  MANAGERIAL FINANCE  (BScBA 11, group 3)

Elective courses:
MLI26C715  GLOBAL SUPPLY NETWORKS
MLI26C683  DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS

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 aspects of contemporary business practice.

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

MLI34A030  BUSINESS MATHEMATICS  6 cr
Instructor: (NEW)  Seema Bandyopadhyay
Degree:  Ph.D. (Purdue University, USA)
Title and affiliation:  Lecturer, ISOM, University of Florida (USA)

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

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand powers, roots, and logarithms; linear quadratic, and exponential equations, 2) understand basic concepts of functions, 3) understand basic matrix algebra and vectors and be able to perform arithmetic operations on vectors and matrices, 4) understand systems of linear equations, linear programming, and their applications in solving systems of multiple variables, 5) understand the concepts underlying derivatives, partial derivatives, and integral calculus, 6) know how to optimize multivariable functions, understanding both unconstrained optimization and constrained optimization, and applying these tools to basic economic questions, 7) understand and utilize graphical methods for functions, systems of equations, and optimization of functions, 8) apply these tools to basic economic questions such as interest rates, amortization, and continuous interest compounding, profit maximization, present value of a cash flow, and 9) use computer-based tools for calculation.
**MLI26C664  INTERCULTURAL MANAGEMENT  6 cr**

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

**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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**MLI28A010  MANAGERIAL FINANCE  6 cr**

**Instructor:** Kathleen Henebry  
**Degree:** Ph.D. (University of Illinois Urbana-Champaign, USA)  
**Title and affiliation:** Associate Professor, University of Nebraska at Omaha (NE, USA)

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

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

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**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.
MLI26C683  DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS  6 cr

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

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

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

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

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<tr>
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<tbody>
<tr>
<td>MLI61C620</td>
<td>ADVANCED PROFESSIONAL WRITING</td>
<td>6 cr</td>
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<tr>
<td>MLI36A020</td>
<td>INTRODUCTION TO STATISTICS</td>
<td>6 cr</td>
</tr>
<tr>
<td>MLI26C693</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS</td>
<td>6 cr</td>
</tr>
<tr>
<td>MLI32A002</td>
<td>BUSINESS LAW AND ETHICS</td>
<td>6 cr</td>
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</tbody>
</table>

### Elective course:
- MLI26C679 INTERCULTURAL NEGOTIATIONS

### MLI61C620 ADVANCED PROFESSIONAL WRITING 6 cr

**Instructor:** Rebecca Tanaka  
**Degree:** MA (Western Washington University, USA)  
**Title and affiliation:** Corporate Trainer, Zehren Friedman Associates (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 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.
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)

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.

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)

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.

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:

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<td>EMERGING ECONOMY OF CHINA</td>
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</tbody>
</table>

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 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.

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: (NEW) Beryl Pittman
Degree: MA (North Carolina State University, Raleigh, USA)
Title and affiliation: Lecturer, North Carolina State University, Raleigh (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:
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<td>Instructor:</td>
<td>Raymond A. Zimmermann</td>
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<tr>
<td>Degree:</td>
<td>Ph. D. (Texas Tech University, USA)</td>
<td></td>
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<tr>
<td>Title and affiliation:</td>
<td>Professor, University of Texas at El Paso (USA)</td>
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<td>Course description</td>
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<td>Course description</td>
<td>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.</td>
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<tr>
<td>Instructor:</td>
<td>John Rogers</td>
<td></td>
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<tr>
<td>Degree:</td>
<td>MBA (Northwestern University, USA)</td>
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<tr>
<td>Title and affiliation:</td>
<td>Adjunct Professor, Kellogg School of Management, Northwestern University (USA)</td>
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</tr>
<tr>
<td>Course description</td>
<td>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.</td>
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<tr>
<td>Learning outcomes</td>
<td>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.</td>
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<th>Course Code</th>
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<tbody>
<tr>
<td>MLI61A160</td>
<td>BUSINESS COMMUNICATION</td>
<td>6 cr</td>
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<tr>
<td>MLI31A002</td>
<td>PRINCIPLES OF ECONOMICS</td>
<td>6 cr</td>
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### Elective courses:

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<tr>
<th>Course Code</th>
<th>Course Name</th>
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<tbody>
<tr>
<td>MLI26C633</td>
<td>BRAND MANAGEMENT</td>
</tr>
<tr>
<td>MLI26C685</td>
<td>CORPORATE SOCIAL RESPONSIBILITY</td>
</tr>
<tr>
<td>MLI26C720</td>
<td>INVESTMENTS AND PORTFOLIO MANAGEMENT</td>
</tr>
</tbody>
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**MLI61A160 BUSINESS COMMUNICATION**

**Instructors:** Aalto University School of Business language and communication faculty

**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 practice and enhance their own business communication skills in English.

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

1) take a strategic approach to business communication, 2) write effective informational and promotional messages, 3) facilitate and take an active part in business meetings, and 4) make professional business presentations. The course is intended to be highly interactive and task-oriented.

**MLI31A002 PRINCIPLES OF ECONOMICS**

**Instructor:** Rita Buckley  
**Degree:** Ph.D. (University of Limerick, Ireland)  
**Title and affiliation:** Lecturer, Kemmy Business School, University of Limerick (Ireland)

**Course description**

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

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

1) know and understand basic concepts, theories and role of economics in business, 2) know and understand the essential distinction between macroeconomics and microeconomics, 3) know and understand fundamental components of the economic organization of society, 4) understand the role of government in the economy, 5) understand the role of economics in management and decision-making for business, and 6) understand economic fluctuations in both domestic and international settings.

**MLI26C633 BRAND MANAGEMENT**

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

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**MLI26C720**  
**INVESTMENTS AND PORTFOLIO MANAGEMENT**  
6 cr

The course qualifies for the following concentrations: MGT, GB

**Instructor:** Andres Ramirez  
**Degree:** Ph.D. (University of South Carolina, Moore School of Business, USA)  
**Title and affiliation:** Assistant Professor of Finance, Bryant University (USA)

**Course description**  
This course examines the organization and functioning of global securities markets, including: concepts associated with efficient capital markets; modern portfolio theory and its applications to portfolio management; asset pricing models; security valuation principles and practices; introductory analysis and management of different asset classes such as bonds, common stocks, FX, commodities and derivative securities; portfolio performance evaluation procedures; and a review of current trends and innovations such as Collateralized Debt Obligations, Credit Default Swaps and Social Impact Bonds.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) formulate a description of the overall investment process, 2) demonstrate knowledge of various financial instruments and asset classes, including trading aspects, 3) present basic capital market information and compare the historical risk-return experiences from a global markets perspective, and 4) implement and evaluate various portfolio performance measures.
Required courses:
MLI31A002 PRINCIPLES OF ECONOMICS (BScBA 12A)
MLI61A160 BUSINESS COMMUNICATION (BScBA 12B)
MLI26C012 BACHELOR´S THESIS (BScBA 11)

Elective courses:
MLI26C716 DOING BUSINESS IN THE BALTIC SEA REGION

MLI31A002 PRINCIPLES OF ECONOMICS 6 cr
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
A survey of fundamental economic concepts, theories, and applications. Essential distinctions are made between macroeconomics and microeconomics with more emphasis on the former. Macroeconomics addresses concepts and applications of scarcity, markets, supply and demand and special issues regarding economic growth. Microeconomics focuses on objectives of the firm, price and elasticities, business forecasting and cost functions.
Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand basic concepts, theories and role of economics in business, 2) know and understand the essential distinction between macroeconomics and microeconomics, 3) know and understand fundamental components of the economic organization of society, 4) understand the role of government in the economy, 5) understand the role of economics in management and decision-making for business, and 6) understand economic fluctuations in both domestic and international settings.

MLI61A160 BUSINESS COMMUNICATION 6 cr
Instructors: Aalto University School of Business language and communication faculty
Course description
Business Communication gives a clear insight into what constitutes effective oral and written business communication. It introduces underlying communication theories and gives participants the opportunity to practise and enhance their own business communication skills in English.
Learning outcomes for this course, upon successful completion, include the ability to:
1) take a strategic approach to business communication, 2) write effective informational and promotional messages, 3) facilitate and take an active part in business meetings, and 4) make professional business presentations. The course is intended to be highly interactive and task-oriented.

MLI26C012 BACHELOR´S THESIS Bachelor´s Thesis, 10 cr
Thesis Seminar, 2 cr
Coordinator: Joan Lofgren
Degree: Ph.D. (Columbia University, USA)
Title and affiliation: Program Director, Aalto School of Business, Mikkeli Campus (Finland)
Course description
Principles of writing academic English; making a research plan. Going through the stages of a research process; research gap; research problem, objectives and limitations; critical literature review; theoretical frame of reference; referencing; independent research work.
<table>
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<tr>
<th>Course Code</th>
<th>DOING BUSINESS IN THE BALTIC SEA REGION</th>
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<tbody>
<tr>
<td>Instructor</td>
<td>Joan Lofgren</td>
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<tr>
<td>Degree</td>
<td>Ph.D. (Columbia University, USA)</td>
<td></td>
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<tr>
<td>Title and affiliation</td>
<td>Program Director, Aalto School of Business, Mikkeli Campus (Finland)</td>
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</table>

### 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.
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<th>Instructor</th>
<th>Degree</th>
<th>Title and Affiliation</th>
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<tbody>
<tr>
<td>MLI61C610</td>
<td>INTERCULTURAL COMMUNICATION (group 1)</td>
<td>6 cr</td>
<td>Josiane Peltier</td>
<td>Ph.D. (The University of Iowa, USA)</td>
<td>Visiting Professor, Aalto School of Business, Mikkeli Campus</td>
</tr>
<tr>
<td>MLI22A002</td>
<td>PRINCIPLES OF ACCOUNTING</td>
<td>6 cr</td>
<td>John Ahern</td>
<td>DBA (University of Kentucky, USA)</td>
<td>Accounting Professor, DePaul University (USA)</td>
</tr>
</tbody>
</table>

**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.

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<td>Accounting Professor, DePaul University (USA)</td>
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</table>

**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

**MLI26C604**  
**6 cr**  
(demanding self-study online course)  
The course qualifies for the following concentrations: BCC, MKT, MGT, GB  

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

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### INTERNATIONAL MARKETING STRATEGY

**MLI26C721**  
**6 cr**  
The course qualifies for the following concentrations: MKT, MGT, GB  

**Instructor:** Jiyoung Hwang  
**Degree:** Ph.D. (The Ohio State University, USA)  
**Title and affiliation:** Post-Doctoral Researcher & Instructor in International Business, University of Florida (USA)  

**Course description**  
Marketing in today’s complex, changing, and competitive world is more challenging than ever. To be successful, therefore, requires a more robust vision of marketing, with an expanded and indispensable role in the international organization. It also demands a more disciplined – structured and systematic – approach to marketing. And it mandates a mastery of sophisticated, state-of-the-art marketing tools. This course offers a new definition of marketing which elevates marketing from the tactical to the strategic level, and re-casts it as the organization’s profit centre. It presents a strategic framework which emphasizes an integrated approach to marketing. And it introduces some of the latest developments in marketing.  

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) recognize and appreciate the importance, scope, and nature of marketing in a complex, changing, and competitive world; 2) understand a strategic framework for marketing; 3) be aware of some of the latest developments in marketing; 4) create a new strategic vision for marketing in an organization; 5) establish an integrated approach to marketing in an organization; and 6) develop the tactical policies, procedures, and programs for executing marketing in an organization.

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### ENTREPRENEURSHIP IN THE GLOBAL ECONOMY

**MLI26C600**  
**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 practise.  

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) understand how entrepreneurial activity is a part of capital market activity, 2) understand what dimension are basis for successful entrepreneurial activity and for growth of a venture 3) assess the success potential of venture and 4) prepare a business plan including profit & loss account, balance sheet and cash flow statement.
MODULE 9  
11/03 - 29/03 2013

Required courses:
MLI22A002  PRINCIPLES OF ACCOUNTING (BScBA 12, group 2)
MLI61C610  INTERCULTURAL COMMUNICATION (BScBA 12, group 2)
MLI61C610  INTERCULTURAL COMMUNICATION (BScBA 12, group 3)

Elective courses:
MLI61C714  GENDER AND COMMUNICATION IN THE INTERNATIONAL WORKPLACE
MLI26C722  INNOVATION MANAGEMENT IN THE MULTINATIONAL CORPORATION

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: Catherine Cramton
Degree: Ph.D. (Yale University, USA)
Title and affiliation: Associate Professor, George Mason University (USA)

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.

MLI61C610  INTERCULTURAL COMMUNICATION (group 3)  6 cr
Instructor: Rebecca Tanaka
Degree: MA (Western Washington University, USA)
Title and affiliation: Corporate Trainer, Zehren Friedman Associates (USA)

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

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

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

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.

MLI61C722  INNOVATION MANAGEMENT IN THE MULTINATIONAL CORPORATION  6 cr

The course qualifies for the following concentrations: MGT, GB

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

Course description
This course addresses the importance of developing and managing innovations within a multinational corporation. Topics addressed include the development of new business ideas, sales forecasting, finance and accounting and analyzing competition.

Learning outcomes for this course, upon successful completion, include the ability to:
1) effectively use the existing literature and theory in the field of innovation, innovation management, entrepreneurship and business planning, particularly in international business; 2) link innovation management and corporate venturing in multinationals to other business management concepts and practices; and 3) outline the steps needed to set up an international business and understand the challenges of becoming an entrepreneur.
Required courses:
MLI21C617 OPERATIONS MANAGEMENT (BScBA 12A)
MLI23A020 INTRODUCTION TO MARKETING (BScBA 12B)
Elective courses:
MLI26C717 INTERNATIONAL CUSTOMER SERVICE MANAGEMENT
MLI26C652 INTERNATIONAL ORGANIZATIONAL BEHAVIOR
MLI26C723 STRATEGIC SUSTAINABILITY IN INTERNATIONAL BUSINESS

MLI21C617 OPERATIONS MANAGEMENT 6 cr
Instructor: Susan Grinsted
Degree: Ph.D. (University of Warwick, UK)
Title and affiliation: Director, Burman Associates (UK)

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

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

MLI23A020 INTRODUCTION TO MARKETING 6 cr
Instructor: Paurav Shukla
Degree: Ph.D. (North Gujarat University, India)
Title and affiliation: Reader 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.
MLI26C717  INTERNATIONAL CUSTOMER SERVICE MANAGEMENT  6 cr

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.

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)

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.
MLI26C723  STRATEGIC SUSTAINABILITY IN INTERNATIONAL BUSINESS  6 cr

The course qualifies for the following concentrations: MGT, GB

Instructor: (NEW) Armi Temmes
Degree: D.Sc. (University of Helsinki, Finland)
Title and affiliation: Executive in Residence, Aalto University School of Business (Finland)

Course description
This course discusses and analyzes the concept of sustainability within an international business and management setting. It explores the complex relationship between business and the environment and addresses the nature of business in today’s global context, where addressing environmental and social issues is becoming increasingly important. It also aims to discuss how the talents of business might be used to solve the world’s environmental and social problems.

Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand the impact of global pressures (population, development) on the world’s limited resources of clean water, air, forests, soil and biodiversity; 2) visualize a new way of looking at the world wherein industrial systems and human activity are contained within the environment; 3) grasp the triple bottom line framework, known as the 3P approach, wherein an organization needs to address people, the planet, and profit; 4) understand new models for sustainability in international business, such as: natural step, cradle to cradle, natural capitalism, biomimicry, industrial ecology, life cycle analysis, etc.; and 5) evaluate the role of stakeholders such as governments, NGOs, corporations, and consumers, in promoting sustainability.
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<td>3 cr</td>
<td>(2 groups)</td>
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<tr>
<td>MLI71A100</td>
<td>Finnish Business Communication</td>
<td>3 cr</td>
<td>(3 groups)</td>
</tr>
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</table>

**Instructors:**
- Aalto University language and communication faculty

**Language of instruction:**
- Finnish

**Kurssin sisältö:** Opintojakso Ruotsinkielinen yritysviestintä/Swedish Business Communication muodostaa kauppatieteiden kandidaatin tutkion sisällyttävät ruotsin kielen vähimmäispinnon. Kurssilla luetaan itsenäisesti talouskielen tekstejä ja tehdään omatoimisesti teksteihin pohjautuvia suullisia ja kirjallisia harjoituksia sekä syvennetään talouden erikoiskielen osaamista suullisesti ja kirjallisesti. Kurssilla kommunikoidaan vuorovaikutteisesti sekä talousselämän että sosiaalisen elämän tilanteissa.


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<tr>
<td>MLI71A100</td>
<td>Finnish Business Communication</td>
<td>3 cr</td>
<td>(3 groups)</td>
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</tbody>
</table>

**Instructor:**
- Aalto University language and communication faculty

**Language of instruction:**
- Finnish


**Kurssin oppimistavoitteet:** Puheviestinnän osalta opiskelija saa tietoa siitä, miten asiantuntijuus rakentuu puheviestinnän. Hän saa tietoa kommunikoinnin psyykkologiasta ja palautteen merkityksestä puhujana kehitymiselle. Opiskelija oppii tiedostamaan oman ryhmän- ja viestintäkäyttäytymisen piirteet. Opiskelija oppii pitämään puhe-esityksen, jonka hän on suunnitellut ja toteuttanut huomioidien kuulijakunnan, tilanteen ja esityksen tavoitteen.

### MLI26C680  MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS  6 cr

The course qualifies for the following concentrations: MGT, GB

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Suprateek Sarker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree:</td>
<td>Ph.D. (University of Cincinnati, USA)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Philip L. Kays Distinguished Professor of Information Systems, Washington State University (USA)</td>
</tr>
</tbody>
</table>

**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.

### MLI26C651  INTERNATIONAL HUMAN RESOURCE MANAGEMENT  6 cr

The course qualifies for the following concentrations: MGT, GB

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Betty Jane Punnett</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree:</td>
<td>Ph.D. (New York University, USA)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Professor of International Business and Management, University of the West Indies (Barbados) (Retired)</td>
</tr>
</tbody>
</table>

**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 12

**Required courses:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI23A020</td>
<td>INTRODUCTION TO MARKETING</td>
<td>6 cr</td>
</tr>
<tr>
<td>MLI21C617</td>
<td>OPERATIONS MANAGEMENT</td>
<td>6 cr</td>
</tr>
</tbody>
</table>

**Elective courses:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C718</td>
<td>DIGITAL MARKETING STRATEGIES</td>
</tr>
<tr>
<td>MLI26C653</td>
<td>INTERNATIONAL BUSINESS STRATEGY</td>
</tr>
</tbody>
</table>

**MLI23A020: INTRODUCTION TO MARKETING**

- **Instructor:** Keith Perks
- **Degree:** Ph.D. (Loughborough University, UK)
- **Title and affiliation:** Principal Lecturer, University of Brighton, Brighton Business School (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) know and understand ethical dilemmas in marketing.

**MLI21C617: OPERATIONS MANAGEMENT**

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

**Course Description**

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

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

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

MLI26C653  INTERNATIONAL BUSINESS STRATEGY  6 cr

The course qualifies for the following concentrations:  MGT, GB

Instructor:  Richard Gentry
Degree:  Ph.D. (University of Florida, USA)
Title and affiliation:  Assistant Professor, University of Mississippi (USA)

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

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

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

**Elective courses:**

MLI26C698  DESTINATION MARKETING  
MLI26C724  MANAGING THE MULTINATIONAL CORPORATION

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

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

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**MLI65A001 BASICS IN BUSINESS SPANISH 1 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)  
- **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)

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**MLI62A001 BASICS IN BUSINESS GERMAN 1 3 cr**

- **Instructor:** Gesa Zinn  
- **Degree:** Ph.D. (University of Minnesota Twin Cities, USA)  
- **Affiliation:** Associate Professor of German Studies, University of Minnesota Duluth (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)

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**MLI67A001 BASICS IN BUSINESS RUSSIAN 1 3 cr**

- **Instructor:** Tatyana Novikov  
- **Degree:** Ph.D. (Florida State University, USA)  
- **Title and affiliation:** Professor of Russian, University of Nebraska at Omaha (USA)  
- **Language of instruction:** English  
- **Course description**

This course focuses on the Russian pronunciation and letter system, basic structures of the language, and provides a review of basic vocabulary. The goal is for the student to be able to manage in everyday life and in some simple business communication situations.
**MLI26C698  DESTINATION MARKETING  6 ECTS 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 explores the concepts of international competition in generating investment, attracting mobile experts, developing creative talent, and cultivating tourism. The course combines studies in marketing, regional development, public & private sector economic policy issues, and strategy. Attention also is given to local and regional development strategies in Finland, other Nordic countries, and elsewhere. Students will have opportunity to choose their own geographic areas of interest, to analyze existing marketing plans, and to suggest improved strategies.

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

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

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**MLI26C724  MANAGING THE MULTINATIONAL CORPORATION  6 cr**

The course qualifies for the following concentrations: MGT, GB

**Instructor:** Henrik Dellestrand  
**Degree:** Ph.D. (Uppsala University, Sweden)  
**Title and affiliation:** Assistant Professor/Researcher, Uppsala University, Department of Business Studies (Sweden)

**Course description**

This course explores the management of international business with a focus on the operations of multinational corporations (MNCs). The course examines topics such as internationalization processes, structure, control, influence, and network relationships. These issues are of utmost importance for building and maintaining the competitive advantage of the MNC and are relevant for managers working in large organizations.

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

1) understand the implications of operating across national borders, 2) analyze different international strategies and organizational structures, 3) analyze how different control mechanisms influence the management of the MNC, 4) discuss problems related to foreign operations control, 5) discuss the role and function of headquarters-subsidiary relationships in MNCs, and 6) understand the basis for competitive advantages of MNCs.
### Language courses:

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI66A002</td>
<td>BASICS IN BUSINESS FRENCH 2 (BScBA 12)</td>
<td>3 cr</td>
</tr>
<tr>
<td>MLI65A002</td>
<td>BASICS IN BUSINESS SPANISH 2 (BScBA 12)</td>
<td>3 cr</td>
</tr>
<tr>
<td>MLI62A002</td>
<td>BASICS IN BUSINESS GERMAN 2 (BScBA 12)</td>
<td>3 cr</td>
</tr>
<tr>
<td>MLI67A002</td>
<td>BASICS IN BUSINESS RUSSIAN 2 (BScBA 12)</td>
<td>3 cr</td>
</tr>
</tbody>
</table>

### Elective courses:

- MLI26C695 MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS
- MLI26C707 ENVIRONMENTAL ECONOMICS

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**MLI66A002 BASICS IN BUSINESS FRENCH 2**

<table>
<thead>
<tr>
<th>Instructor</th>
<th>Josiane Peltier</th>
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</thead>
<tbody>
<tr>
<td>Degree</td>
<td>Ph.D. (The University of Iowa, USA)</td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Visiting Professor, Aalto University School of Business, Mikkeli Campus</td>
</tr>
<tr>
<td>Language of instruction</td>
<td>English</td>
</tr>
</tbody>
</table>

**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)

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**MLI65A002 BASICS IN BUSINESS SPANISH 2**

<table>
<thead>
<tr>
<th>Instructor</th>
<th>Ana María Monterde Rey</th>
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</thead>
<tbody>
<tr>
<td>Degree</td>
<td>Ph.D. (University of Las Palmas de G. C., Spain)</td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Professor, Faculty of Translation and Interpreting, University of Las Palmas de Gran Canaria (Spain)</td>
</tr>
<tr>
<td>Language of instruction</td>
<td>English</td>
</tr>
</tbody>
</table>

**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)

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**MLI62A002 BASICS IN BUSINESS GERMAN 2**

<table>
<thead>
<tr>
<th>Instructor</th>
<th>Gesa Zinn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree</td>
<td>Ph.D. (University of Minnesota Twin Cities, USA)</td>
</tr>
<tr>
<td>Affiliation</td>
<td>Associate Professor of German Studies, University of Minnesota Duluth (USA)</td>
</tr>
<tr>
<td>Language of instruction</td>
<td>English</td>
</tr>
</tbody>
</table>

**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)
### MLI67A002  
**BASICS IN BUSINESS RUSSIAN 2**  
*3 cr*

**Instructor:** Tatyana Novikov  
**Degree:** Ph.D. (Florida State University, USA)  
**Title and affiliation:** Professor of Russian, University of Nebraska at Omaha (USA)  
**Language of instruction:** English

**Course description**  
The main aim of this course is to increase the student’s knowledge of basic structures of Russian and basic vocabulary. The goal is for the student to be able to manage in common everyday and business communication situations. 
Beginning level A1, Target level A2 (Common European Framework)

### MLI26C695  
**MARKETING OF HIGH-TECHNOLOGY PRODUCTS AND INNOVATIONS**  
*6 cr*

**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 of Marketing, College of Business, San Francisco State University (USA)

**Course description**  
High-technology products and markets are characterized by high levels of uncertainty. Thriving in the high-tech marketplace requires mastery of a diverse set of skills and capabilities. The course will expose participants to the opportunities and challenges of high-tech marketing and prepare them with the tools and techniques necessary to make marketing decisions in an uncertain technology environment. 
**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) identify high-technology products and innovations, 2) understand the strategy and culture of high-tech firms, 3) practice the market research tools needed to understand consumer behavior in high-tech markets and 4) develop actionable go-to-market programs for high-tech products and innovations.

### 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)

**Course description**  
The primary focus of the course is to understand the nature, scope and key concepts of environmental economics and the relationship between the economy and the environment, including the notion of “optimal level of pollution.” The tools of environmental analysis, the principles of demand and cost and the elements of economic efficiency in market and in non-market activities are also explored, a key notion here is that of ‘Market failure’. Key techniques of environmental analysis (like cost benefit analysis) are addressed. Attention is also given to concepts and dynamics of “Polluter Pays Principle” and public policy instruments (e.g. environmental taxes, subsidies, permits). Theories on the optimal allocation of renewable resources with specific application to forestry and fisheries are developed. This is followed by an investigation of the main theoretical and practical issues relating to exhaustible resources (e.g. energy). The analytical tools and principles developed earlier are applied to current developments in environmental policy in the EU and globally. 
**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) know essential concepts and dynamics in environmental economics, 2) develop basic and critical appreciation of economics as applied to the environment and natural resources, 3) understand the connection between environmental quality and the economic behavior of individuals and other key economic agents, 4) relate environment and resource analysis to real world issues and circumstances through the use of practical problems and policies.
**MODULE 15**  
29/07 - 16/08 2013

**MLI66B101**  
FRENCH BUSINESS COMMUNICATION 1A  
3 cr  
Instructor: Josiane Peltier  
Degree: Ph.D. (The University of Iowa, USA)  
Title and affiliation: Visiting Professor, Aalto University School of Business, Mikkeli Campus  
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 Business, Mikkeli Campus  
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)
<table>
<thead>
<tr>
<th>Code</th>
<th>Course Description</th>
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</thead>
<tbody>
<tr>
<td>ML65B102</td>
<td><strong>SPANISH BUSINESS COMMUNICATION 1b</strong> 3 cr</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Juan Carlos Barrera</td>
</tr>
<tr>
<td>Degree:</td>
<td>DBA (Argosy University, USA)</td>
</tr>
<tr>
<td>Title and affiliation:</td>
<td>Assistant Professor, Center for Business and Economics, Elmhurst College (IL, USA)</td>
</tr>
<tr>
<td>Language of instruction:</td>
<td>English</td>
</tr>
<tr>
<td>Course description:</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>
</tr>
</tbody>
</table>

| ML62A101     | **GERMAN BUSINESS COMMUNICATION 1a** 3 cr                                          |
| Instructor:  | Gesa Zinn                                                                          |
| Degree:      | Ph.D. (University of Minnesota Twin Cities, USA)                                  |
| Affiliation: | Associate Professor of German Studies, University of Minnesota Duluth (USA)        |
| Language of instruction: | English                              |
| Course description: | This course provides students with the skills necessary for conducting business in German. The course is organized around a set of practical projects, such as reading job postings and writing a mock application for a job in German. Students practice formal letter writing, then compose a CV and cover letter. Finally the class performs a set of interviews as if on site. Beginning level A2, Target level B1 (Common European Framework) |

| ML62A102     | **GERMAN BUSINESS COMMUNICATION 1b** 3 cr                                          |
| Instructor:  | Gesa Zinn                                                                          |
| Degree:      | Ph.D. (University of Minnesota Twin Cities, USA)                                  |
| Affiliation: | Associate Professor of German Studies, University of Minnesota Duluth (USA)        |
| Language of instruction: | English                              |
| Course description: | This course provides students with the in-depth linguistic skills necessary for conducting work in the German-speaking business world. The course is organized around improving conversation skills and carrying out a set of practical projects. Students work in groups to negotiate current regulations for founding a new company in Germany, Austria or Switzerland. Students learn how to carry out market research for their company, create a basic business plan and prepare an accounting report in the target language. In order to gain familiarity with German business vocabulary, students also develop a marketing strategy for their company in German. Finally, each group produces a German-language video commercial for their company. Beginning level A2, Target level B1 (Common European Framework) |

| ML67B101     | **RUSSIAN BUSINESS COMMUNICATION 1a** 3 cr                                          |
| Instructor:  | Tatyana Novikov                                                                    |
| Degree:      | Ph.D. (Florida State University, USA)                                              |
| Title and affiliation: | Professor of Russian, University of Nebraska at Omaha (USA)                      |
| Language of instruction: | English                              |
| Course description: | Students learn how to 1) manage in different business communication situations on phone (meeting arrangements, announcements for selection of products and call request etc.), 2) write messages related to these situations, 3) discuss a contract, 4) apply for a job, and 5) conduct a job interview. Beginning level A2, Target level B1 (Common European Framework) |
MLI26C704 BUSINESS CONSULTING IN THE GLOBAL ECONOMY 6 cr

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.

26/08 - 30/08 2013 Orientation week for new students