Aalto University School of Business
Mikkeli Campus

Bachelor´s Program in International Business
(BScBA Program)

Curriculum for 2015-2016

Including:
Course Codes and Names
Course Credits
Instructor
Course Descriptions
Course Learning Outcomes

The credits follow the ECTS system.
The structure of the Bachelor’s Program in International Business, Mikkeli Campus (DR2013, 180 credits)
- for students who started their studies in 2013 or 2014 (DR2013; degree requirements 2013) or have started before 2013, but transferred to the new system

<table>
<thead>
<tr>
<th>Courses</th>
<th>Number of credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Required Core Courses</strong></td>
<td></td>
</tr>
<tr>
<td>Orientation to University Studies</td>
<td>1</td>
</tr>
<tr>
<td>Corporate Responsibility and Ethics</td>
<td>3</td>
</tr>
<tr>
<td>Critical Thinking</td>
<td>2</td>
</tr>
<tr>
<td>Business Mathematics with Excel Applications</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Management</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Corporate Communication</td>
<td>3</td>
</tr>
<tr>
<td>Finnish Business Communication or Finnish for Foreigners*</td>
<td>3</td>
</tr>
<tr>
<td>Principles of Economics</td>
<td>6</td>
</tr>
<tr>
<td>Principles of Accounting</td>
<td>6</td>
</tr>
<tr>
<td>Operations Management</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Marketing</td>
<td>6</td>
</tr>
<tr>
<td>Principles of Finance (replaces the course Managerial Finance)</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Business Law</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td><strong>60</strong></td>
</tr>
<tr>
<td><strong>Methodological Studies</strong></td>
<td></td>
</tr>
<tr>
<td>Introduction to Statistics</td>
<td>6</td>
</tr>
<tr>
<td>Research Methods in International Business</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td><strong>12</strong></td>
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<tr>
<td><strong>Courses in Major</strong></td>
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<tr>
<td>Global Business Environment</td>
<td>6</td>
</tr>
<tr>
<td>Intercultural Management</td>
<td>6</td>
</tr>
<tr>
<td>International Economics</td>
<td>6</td>
</tr>
<tr>
<td>Innovation Management in the Global Economy or</td>
<td></td>
</tr>
<tr>
<td>Entrepreneurship in the Global Economy**</td>
<td>6</td>
</tr>
<tr>
<td>Capstone Course</td>
<td>6</td>
</tr>
<tr>
<td>Bachelor’s Thesis</td>
<td>10</td>
</tr>
<tr>
<td>Bachelor’s Thesis Seminar</td>
<td>2</td>
</tr>
<tr>
<td>Proficiency Test</td>
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</tr>
<tr>
<td></td>
<td><strong>42</strong></td>
</tr>
<tr>
<td><strong>Minor Subject Studies</strong></td>
<td></td>
</tr>
<tr>
<td>Study abroad period***</td>
<td><strong>30</strong></td>
</tr>
<tr>
<td><strong>Language and Communication Courses</strong></td>
<td></td>
</tr>
<tr>
<td>English</td>
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<tr>
<td>Business Communication</td>
<td>3</td>
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<tr>
<td>Academic Writing</td>
<td>6</td>
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<tr>
<td><strong>Other Foreign Language Courses</strong></td>
<td></td>
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<tr>
<td>Spanish, French, Russian or German</td>
<td>6</td>
</tr>
<tr>
<td>Swedish Business Communication****</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>18</strong></td>
</tr>
<tr>
<td><strong>Elective Studies</strong></td>
<td></td>
</tr>
<tr>
<td>different options*****</td>
<td><strong>18</strong></td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td><strong>180</strong></td>
</tr>
</tbody>
</table>

* Finnish Business Communication is required of those who have finished their upper secondary education in Finland in Finnish or Swedish. The other students are required to complete the course Finnish for Foreigners.
** The student must choose one of these two courses.
*** A minimum of 24 of the study abroad credits must be in the field of business. 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.
**** Swedish Business Communication is required of those who have finished their upper secondary education in Finland in Finnish or Swedish. For others, the missing 3 cr can be earned by taking other language and communication courses.
***** Examples of options to be considered
   - more language studies offered by the Mikkeli IB degree program
   - elective courses offered by the Mikkeli IB degree program
The structure of the Bachelor’s Program in International Business, Mikkeli Campus (DR2005; 180 credits)

- for students who started their studies before 2013 and complete the degree according to the “old” degree requirements (DR2005; degree requirements 2005)

<table>
<thead>
<tr>
<th>Courses</th>
<th>Number of credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Core Courses</td>
<td></td>
</tr>
<tr>
<td>Professional Development Portfolio</td>
<td>6</td>
</tr>
<tr>
<td>Business Mathematics</td>
<td>6</td>
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<tr>
<td>Introduction to Statistics</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Management</td>
<td>6</td>
</tr>
<tr>
<td>Principles of Accounting</td>
<td>6</td>
</tr>
<tr>
<td>Principles of Finance (replaces the course Managerial Finance)</td>
<td>6</td>
</tr>
<tr>
<td>Principles of Economics</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Marketing</td>
<td>6</td>
</tr>
<tr>
<td>Business Law and Ethics</td>
<td>6</td>
</tr>
<tr>
<td>Operations Management</td>
<td>6</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
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<tr>
<td>Required courses in Major</td>
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<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>
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<tr>
<td><strong>Specialized studies in Major</strong></td>
<td><strong>18</strong></td>
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<tr>
<td>Elective courses in International Business</td>
<td>30</td>
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<tr>
<td>Bachelor’s thesis</td>
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<tr>
<td>Thesis seminar</td>
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</tr>
<tr>
<td>Proficiency test</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
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<tr>
<td>Minor subject studies</td>
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<tr>
<td>Elective course¹</td>
<td>6</td>
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<tr>
<td>Students must complete 24 credits during the study abroad period.²</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>
</tr>
<tr>
<td>Six (6) of the study abroad credits may be in humanities, social sciences or related areas that focus on historical, cultural, political or sociological studies.</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
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<tr>
<td>Language and Communication Courses³</td>
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<tr>
<td>Business Communication</td>
<td>6</td>
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<tr>
<td>Intercultural Communication</td>
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</tr>
<tr>
<td>Advanced Professional Writing</td>
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<td>Foreign language (other foreign language; Spanish, French, Russian or German)</td>
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<tr>
<td>Finnish Business Communication</td>
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</tr>
<tr>
<td>Swedish Business Communication</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
</tr>
<tr>
<td><strong>Total credits</strong></td>
<td><strong>180</strong></td>
</tr>
</tbody>
</table>

¹ 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).
² Those who are exempted from the study abroad requirement have to do 24 credits in the BScBA degree program.
³ Finnish Business Communication and Swedish Business Communication are required of those who have finished their upper secondary education in Finland in Finnish or Swedish, or who have sufficient knowledge in these languages. For others, the missing 6 credits can be made up by taking additional language and communication courses.
### BScBA Curriculum 2015-2016

#### 2015

<table>
<thead>
<tr>
<th>Module</th>
<th>REQUIRED COURSES (BScBA15, 1st year)</th>
<th>REQUIRED COURSES (BScBA14, 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>COMPARATIVE CONSUMER BEHAVIOR</td>
</tr>
<tr>
<td></td>
<td>ORIENTATION TO UNIVERSITY STUDIES begins (A&amp;B), 1 cr</td>
<td>PRINCIPLES OF FINANCE (A&amp;B; group 1)</td>
<td>PRINCES OF ACCOUNTING</td>
</tr>
<tr>
<td></td>
<td>Joan Logren</td>
<td>Kathleen Hencrey</td>
<td>Internatinal Finance</td>
</tr>
<tr>
<td>2</td>
<td>BUSINESS MATHEMATICS WITH EXCEL APPLICATIONS (A)</td>
<td>INTERCULTURAL MANAGEMENT (A&amp;B; group 2)</td>
<td>THE SUSTAINABILITY NEXUS</td>
</tr>
<tr>
<td></td>
<td>Eric West</td>
<td>Sirkk Horn</td>
<td>Lea Raymam-Bacchus</td>
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#### 2016

<table>
<thead>
<tr>
<th>Module</th>
<th>REQUIRED COURSES (BScBA16, 1st year)</th>
<th>REQUIRED COURSES (BScBA14, 2nd year)</th>
<th>ELECTIVE COURSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>INTRODUCTION TO MANAGEMENT (A)</td>
<td>INTERCULTURAL MANAGEMENT (A&amp;B; group 2)</td>
<td>DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS</td>
</tr>
<tr>
<td></td>
<td>James Coit</td>
<td>Joanne Baker</td>
<td>Haired Poe</td>
</tr>
<tr>
<td>4</td>
<td>Academic Writing (A, 2 groups)</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS (A)</td>
<td>CORPORATE FINANCE</td>
</tr>
<tr>
<td></td>
<td>Beryl Pittman and Sophia Butt</td>
<td>Birla Sinha</td>
<td>Birla Hean</td>
</tr>
<tr>
<td>5</td>
<td>INTRODUCTION TO STATISTICS (A)</td>
<td>INTRODUCTION TO BUSINESS LAW (A)</td>
<td>INTERCULTURAL NEGOTIATIONS</td>
</tr>
<tr>
<td></td>
<td>Yiqiang Liu</td>
<td>Ross Kamara-Baharin</td>
<td>Stephen Weiss</td>
</tr>
</tbody>
</table>

#### Break Weeks

- **28/3-1/4**
- **4/4-22/4**
- **11/25-12/2**
- **15/2-3/4**
- **19/5-20/6**
- **18/7-22/7**
- **15/8-19/8**

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

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4
### 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**  
This course examines broadly the global environment for business while introducing key themes in the study of international business. The environment is studied on various levels, from national to regional to global, combining perspectives on the economy, politics and society. Particular emphasis is placed on the strategies of multinational enterprises, addressing topics such as risk assessment, entry modes and various forms of cooperation. In addition, the course examines the impact on international business of regional and global institutions such as the World Bank and EU as well as the role of free trade and other international agreements. Challenges in international business are also discussed, for example, concerning innovation, entrepreneurship, ethics and the natural environment.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) understand the essential concepts and vocabulary of international business and the contexts in which it operates,  
2) recognize the importance of national and international institutions in shaping the business environment,  
3) know and understand different forms of global business enterprises and practices,  
4) analyze opportunity and risk in global business, and  
5) participate in debates on current challenges in international business.

### MLI20A013  ORIENTATION TO UNIVERSITY STUDIES begins  1 cr  
(during modules 1-3)

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

**Course description**  
The course is divided into two parts: 1) planning one’s own studies, and 2) developing essential IT skills. The first part is fulfilled by attending the orientation to the program, which includes information on academic policies as well as general issues and practices related to the program. Each student is also required to complete a personal study plan for the first year of studies in cooperation with program staff. The plan is used as a basis for the student’s course registrations. In the second part, IT skills are assessed and developed in a series of computer application workshops.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) understand the practices and principles related to the learning environment at the Aalto Mikkeli Campus in order to successfully carry out university level studies in the program,  
2) outline one’s own learning goals and clarify priorities for coursework and  
3) achieve a minimum IT skill level needed for university studies (including use of the Word suite of applications, PowerPoint, Excel and social media).
### MLI20A043 CRITICAL THINKING begins  
2 cr  
(A blended-learning course; during modules 1-3)

**Instructor:** Joan Lofgren  
**Degree:** Ph.D. (Columbia University, USA)  
**Title and affiliation:** Program Director, Aalto School of Business, Mikkeli Campus (Finland)  
**AND**  
**Instructor:** Susan Wolcott  
**Degree:** Ph.D. (Northwestern University, USA)  
**Title and affiliation:** Independent Scholar and Education Consultant, WolcottLynch Associates (USA)

**Course description**  
This short introductory course is designed to help students to develop the critical thinking skills that are essential for the study and practice of business. The aim is to strengthen the student’s ability to identify critical questions when exploring a new business issue and to develop reasoned arguments for texts and oral presentations. Critical thinking will also be linked to research tasks, e.g., searching and reviewing academic and other literature. Part of the course will be delivered online.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) analyze an argument in terms of its structure and strengths/weaknesses (including sufficiency of evidence), 2) construct a good argument, 3) evaluate decisions using arguments both for and against each alternative, and 4) reflect on one’s own thinking practices and the thinking practices of others.

### MLI26C664 INTERCULTURAL MANAGEMENT  
6 cr

**Instructor:** Jacek Mironski  
**Degree:** Ph.D. (The Warsaw School of Economics, Poland)  
**Title and affiliation:** Professor in the International Management and Marketing Institute, The Warsaw School of Economics (Poland)

**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.

### MLI28A020 PRINCIPLES OF FINANCE  
6 cr  
(replaces the course Managerial Finance)

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

**Course description**  
This course is intended to be a comprehensive introduction to the principles 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. The course will begin with discussions of the various fields of finance, the basic concepts of financial statements, security markets, interest rates, taxes, risk analysis and the time value of money. That knowledge will then be used to discuss several topics including, but not limited to, bond and stock valuation, the cost of capital, capital budgeting, capital structure and debt and derivative valuation.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) know and understand basic concepts and vocabulary of 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 expenditures proposals, and 8) understand valuation models of corporate securities including derivative investments.
## Module 1 31/08 - 18/09 2015

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI36A020</td>
<td>Introduction to Statistics (extra course for other than first year students)</td>
<td>6 cr</td>
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</tbody>
</table>

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

**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 the use of descriptive statistics such as graphing, table construction, and decision trees, 2) understand populations and sample sizes on statistical results, 3) use statistical estimation, correlation 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 and curve fitting, 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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI26C662</td>
<td>Comparative Consumer Behavior</td>
<td>6 cr</td>
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</tbody>
</table>

**Instructor:** Paurav Shukla  
**Degree:** Ph.D. (North Gujarat University, India)  
**Title and affiliation:** Professor of Luxury Brand Marketing, Glasgow Caledonian University (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.
MODULE 1  31/08 - 18/09 2015

MLI26C651  INTERNATIONAL HUMAN RESOURCE MANAGEMENT  6 cr

Instructor:  Russell Warhurst
Degree:  Doctorate of Education (Leeds Metropolitan University, UK)
Title and affiliation:  Reader in HRM, University of Northumbria (UK)

Course description
Human Resource Management deals with the activities by which organizations acquire, maintain, and effectively utilize human resources to achieve sustainable strategic objectives. The following topics are addressed with both a strong global perspective and a policy-maker - professional practitioner perspective being adopted throughout: The scope and development of HRM as a professional function; Strategic alignment and orientations of HRM; Enhancing the value-added by HRM activities; Strategic resourcing: to employ or to contract? Talent management for high performance working; Strategic recruitment and systematic selection; Learning and development for individual growth and organizational transformation; Performance management; Motivation and reward management; Communication, involvement and participation: towards the consensual organization. A range of professional simulations will enable the application of concepts to thereby prepare students for leadership roles in international human resource management.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand HR concepts and activities in an international environment, 2) develop the management capabilities required to acquire, select, maintain, and grow an international workforce, 3) learn how to design jobs and assess talent for high performance working in diverse enterprises, 4) create processes to evaluate employee performance and to grow superior workforce talent, 5) manage approaches designed to motivate staff through involvement and participation to perform exceptionally, 6) develop management skills for ethical effectiveness in multicultural environments.

MLI26C703  PROJECT MANAGEMENT FOR GLOBAL DEVELOPMENT (course lasts for modules 1-5)  6 cr

Instructor:  NEW  Sinikka Myntinnen
Degree:  Ph.D. (University of Helsinki, Finland)
Title and affiliation:  Project Expert, Aalto School of Business, Small Business Center (Finland)

Course description
The course is conducted as an applied research course in the framework of project management. Students work on selected projects linking South Savo opportunities with global potential. The student workload includes both desk and field research, conducted on both an individual and group basis. The literature on project management provides the background to the projects, which deal with topics such as environmental sustainability, SME international business development, the commercialization of innovations, marketing and market development.

Learning outcomes for this course, upon successful completion, include the ability to:
1) become familiar with the essential literature on project management, 2) understanding basic project management problems, 3) applying basic project management tools to solve such problems, 4) developing a project with stakeholders from beginning to conclusion with specific goals and objectives, 5) knowing and understanding 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  21/09 - 09/10 2015**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI34A040</td>
<td>BUSINESS MATHEMATICS WITH EXCEL</td>
<td>6 cr</td>
</tr>
<tr>
<td></td>
<td>APPLICATIONS</td>
<td></td>
</tr>
<tr>
<td>Instructor</td>
<td>Eric West</td>
<td></td>
</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (Iowa State University of Science and Technology, USA)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Visiting Professor, Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia (Malaysia)</td>
<td></td>
</tr>
<tr>
<td>Course description</td>
<td>A fundamental course in business mathematics emphasizing concepts and interpretation, which develops the core mathematical foundations for specialized business and economics courses. Given the widespread use of Microsoft Excel in business today, the course will also spend time on applying those mathematical concepts using the functional and programming capabilities of Excel.</td>
<td></td>
</tr>
<tr>
<td>Learning outcomes</td>
<td>for this course, upon successful completion, include the ability to: 1) solve simultaneous equations, 2) understand linear and nonlinear functions and utilizing graphical methods for visualizing such functions, 3) understand the core principles of financial mathematics, including simple and compound interest, internal rate of return, depreciation and net present value, 4) understand the rate of change of functions and the core principles behind differential calculus (including applications), 5) understand optimization in the presence of constraints, 6) understand linear programming concepts, including the use of graphical methods, 7) utilize the different concepts learned to model and solve some practical business problems, including problems in business finance, economics and operations management and 8) use Microsoft Excel throughout the course to show how these principles can be creatively applied in real life problems.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLI21A030</td>
<td>INTRODUCTION TO MANAGEMENT</td>
<td>6 cr</td>
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</tr>
<tr>
<td>Instructor</td>
<td>Anne Herbert</td>
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</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (University of South Australia, Australia)</td>
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<tr>
<td>Title and affiliation</td>
<td>Associate Professor and Director, Learning and Teaching, RMIT University (Vietnam)</td>
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<tr>
<td>Course description</td>
<td>A basic introduction to concepts and practices of management in business organizations. Course topics include several approaches to the basic functions of management including planning, organizing, leading and controlling. Trends in management theories and functions are also assessed, as well as management research and its application to management practices, and responsible, ethical and global aspects of contemporary business practice.</td>
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<tr>
<td>Learning outcomes</td>
<td>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 &amp; leadership styles, 3) understand the role of communication and communications systems in management, 4) know and understand the impact of technology on work and management systems, 5) understand the importance of human behavior and creativity in management functions, 6) know and understand the importance of ethics and corporate responsibility, and 7) understand the challenges of conducting business in the global community.</td>
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</table>
### MLI26C664  INTERCULTURAL MANAGEMENT  6 cr

**Instructor:** NEW  
**Degree:** Ph.D. (Freie Universität, Berlin)  
**Title and affiliation:** Full Professor, Ludwig Maximilian University (Germany)

**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,  
6) develop strategies for collaboration across cultures,  
7) manage the communication of multicultural teams.

### MLI28A020  PRINCIPLES OF 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 (USA)

**Course description**
This course is intended to be a comprehensive introduction to the principles 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. The course will begin with discussions of the various fields of finance, the basic concepts of financial statements, security markets, interest rates, taxes, risk analysis and the time value of money. That knowledge will then be used to discuss several topics including, but not limited to, bond and stock valuation, the cost of capital, capital budgeting, capital structure and debt and derivative valuation.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) know and understand basic concepts and vocabulary of 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 expenditures proposals,  
8) understand valuation models of corporate securities including derivative investments.
**Module 2 21/09 - 09/10 2015**

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<th>Course Name</th>
<th>Credits</th>
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<tr>
<td>MLI26C735</td>
<td><strong>The Sustainability Nexus</strong></td>
<td>6 cr</td>
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</table>

**Instructor:** Lez Rayman-Bacchus  
**Degree:** Ph.D. (University of Edinburgh, UK)  
**Title and affiliation:** Visiting Research Fellow, Winchester Business School, University of Winchester (UK)

**Course Description**

Corporate Responsibility and Sustainable Development are overlapping concepts that have captured our imagination as organizing principles that might reconcile several big challenges facing the world: the tensions between respect for the natural environment, social justice, and economic development; the long view versus short-term imperatives; the competing priorities of north and south, east and west, between developed and developing economies; the private interests of businesses and consumers, and the public interests of communities and civil society. These concerns overlap and their resolution harbors significant challenges involving corporate practices, state development policy priorities, the concerns of non-governmental organizations, and the potential for innovative guiding principles and forms of organization to address these challenges.

This course examines the conceptual frameworks, treaties and agreements, aimed at organizing how we might reconcile the economic, social, environmental, cultural and political imperatives involved in shaping a sustainable future. The course also explores how business, governments, and multilateral organizations use and manage the earth’s limited resources.

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

1. Understand the key consequences of economic development for the world’s limited resources.
2. Appreciate the main dimensions of sustainability (environmental, social, economic, cultural and political).
3. Analyze critically conceptual frameworks of sustainability such as: triple bottom line, natural step, industrial ecology, life cycle analysis, and five circles.
4. Understand the interplay of stakeholders, including governments, corporations, multilateral bodies, and consumers, in promoting sustainability.
5. Recognize the value of treaties, norms, and standards aimed at achieving sustainability goals.
6. Understand the role of innovation and risk in achieving business sustainability.

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<th>Course Name</th>
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<tr>
<td>MLI26C684</td>
<td><strong>Management Culture and Communication</strong></td>
<td>6 cr</td>
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</table>

**Instructor:** Diana Phillips  
**Degree:** Ph.D. (University of London, UK)  
**Title and affiliation:** Professor (em.), University of Antwerp (Belgium)

**Course Description**

The course explores the critical interface between management culture and management communication. On the basis of case studies and simulations it examines how and why management culture and communication impact on one another. The aim is to develop tools and strategies for effective, ethical and responsible communication with a variety of audiences and in different settings with a view to furthering organizational objectives.

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

1. Understand the role and value of both formal and informal communication in the performance of managerial functions.
2. Select communication methods and channels which are most suited to the topic, objective, and context.
3. Synthesize business information and effectively communicate analyses and recommendations to a variety of internal and external audiences such as employees and investors.
4. Communicate sensitively and responsibly in potentially stressful situations (e.g. annual report, capital-raising, conflict management, disciplinary proceedings, crisis management), demonstrating awareness of individual, cultural and organizational needs.
5. Recognize barriers to both interpersonal and organizational communication and demonstrate active listening skills in face-to-face professional interaction.
MLI21A030  INTRODUCTION TO MANAGEMENT  6 cr
Instructor: James Collins
Degree: Ph.D. (Cranfield School of Management, UK)
Title and affiliation: Visiting Lecturer, Aalto University School of Business (Finland)

Course description
A basic introduction to concepts and practices of management in business organizations. Course topics include several approaches to the basic functions of management including planning, organizing, leading and controlling. Trends in management theories and functions are also assessed, as well as management research and its application to management practices, and responsible, 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 & leadership styles, 3) understand the role of communication and communications systems in management, 4) know and understand the impact of technology on work and management systems, 5) understand the importance of human behavior and creativity in management functions, 6) know and understand the importance of ethics and corporate responsibility, and 7) understand the challenges of conducting business in the global community.

MLI34A040  BUSINESS MATHEMATICS WITH EXCEL APPLICATIONS  6 cr
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)

Course description
A fundamental course in business mathematics emphasizing concepts and interpretation, which develops the core mathematical foundations for specialized business and economics courses. Given the widespread use of Microsoft Excel in business today, the course will also spend time on applying those mathematical concepts using the functional and programming capabilities of Excel.

Learning outcomes for this course, upon successful completion, include the ability to:
1) solve simultaneous equations, 2) understand linear and nonlinear functions and utilizing graphical methods for visualizing such functions, 3) understand the core principles of financial mathematics, including simple and compound interest, internal rate of return, depreciation and net present value, 4) understand the rate of change of functions and the core principles behind differential calculus (including applications), 5) understand optimization in the presence of constraints, 6) understand linear programming concepts, including the use of graphical methods, 7) utilize the different concepts learned to model and solve some practical business problems, including problems in business finance, economics and operations management and 8) use Microsoft Excel throughout the course to show how these principles can be creatively applied in real life problems.

MLI26C664  INTERCULTURAL MANAGEMENT  6 cr
Instructor: Josiane Peltier
Degree: Ph.D. (The University of Iowa, USA)
Title and affiliation: Visiting Lecturer, Aalto School of Business, Mikkeli Campus (Finland)

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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<th>Course Code</th>
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<th>Instructor</th>
<th>Degree</th>
<th>Title and Affiliation</th>
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<tr>
<td>MLI28A020</td>
<td><strong>PRINCIPLES OF FINANCE</strong></td>
<td>6 cr</td>
<td>Graham Mitenko</td>
<td>Ph.D. (The University of Memphis, USA)</td>
<td>Associate Professor of Finance, University of Nebraska at Omaha (USA)</td>
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<td>(replaces the course Managerial Finance)</td>
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<td><strong>Course description</strong></td>
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<td></td>
<td>This course is intended to be a comprehensive introduction to the principles 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. The course will begin with discussions of the various fields of finance, the basic concepts of financial statements, security markets, interest rates, taxes, risk analysis and the time value of money. That knowledge will then be used to discuss several topics including, but not limited to, bond and stock valuation, the cost of capital, capital budgeting, capital structure and debt and derivative valuation. <strong>Learning outcomes</strong> for this course, upon successful completion, include the ability to: 1) know and understand basic concepts and vocabulary of 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 expenditures proposals, and 8) understand valuation models of corporate securities including derivative investments.</td>
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| MLI26C683   | **DESIGN COMMUNICATION IN INTERNATIONAL BUSINESS** | 6 cr         | Edward Pope | M.F.A. (University of Texas - San Antonio, USA) | Visiting Lecturer, Aalto School of Business (Finland) |
|             | **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. |

| MLI28C060   | **CORPORATE FINANCE**                             | 6 cr         | Bruce Hearn | Ph.D. (Kings College London, University of London, UK) | Senior Lecturer in Finance, School of Business and Management, University of Sussex (UK) |
|             | **Course description**                            |              |            |                                             |                                             |
|             | This course examines the theory and practice of corporate finance. Emphasis is given to topics covered in the field of corporate finance such as dividend policy; capital structure; debt financing; financial planning; credit and cash management; mergers, acquisitions and corporate control and governance. **Learning outcomes** for this course, upon successful completion, include the ability to: 1) show detailed understanding of the decisions facing the financial management of a business enterprise, 2) understand and incorporate payout policy in decision making, 3) have advanced understanding of exchange rate regimes, exposures and hedging techniques, 4) have advanced understanding of capital structure decisions effect on firm business and financial position, 5) understand the key criteria in capital budgeting and project evaluation, 6) show advanced understanding of working capital management, 7) become familiar with the essential content of mergers and acquisitions, 8) gain insight and competency concerning corporate control and governance. |
ACADEMIC WRITING (A, group 1)

**Instructor:** Beryl Pittman  
**Degree:** MA (North Carolina State University, Raleigh, USA)  
**Title and affiliation:** Lecturer, North Carolina State University, Raleigh (USA)

**Course description**
This course aims to develop the kind of writing skills students will need during their university studies. The emphasis is on integrating source literature into argumentation in essays, reports and theses. Students will therefore practice developing thesis statements, as well as writing annotated bibliographies, article summaries and literature reviews. Special attention will be paid to academic style, including tone, voice, academic language, and the relationship between the writer and the audience.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) recognize the purposes and methodologies of various genres of academic writing; 2) adjust writing style depending on the audience and purpose; 3) use academically appropriate vocabulary, grammar, punctuation, and format; 4) correctly proofread and edit written materials; and 5) locate tools and aids for self-development of writing skills.

ACADEMIC WRITING (A, group 2)

**Instructor:** Sophia Butt  
**Degree:** MA (University of Birmingham, UK)  
**Title and affiliation:** External Examiner, Presessional Programmes & Short Courses, King’s College London (UK)

**Course description**
This course aims to develop the kind of writing skills students will need during their university studies. The emphasis is on integrating source literature into argumentation in essays, reports and theses. Students will therefore practice developing thesis statements, as well as writing annotated bibliographies, article summaries and literature reviews. Special attention will be paid to academic style, including tone, voice, academic language, and the relationship between the writer and the audience.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) recognize the purposes and methodologies of various genres of academic writing; 2) adjust writing style depending on the audience and purpose; 3) use academically appropriate vocabulary, grammar, punctuation, and format; 4) correctly proofread and edit written materials; and 5) locate tools and aids for self-development of writing skills.

INTRODUCTION TO STATISTICS

**Instructor:** NEW  
**Degree:** Ph.D. (Temple University, USA)  
**Title and affiliation:** Professor, University of Dallas (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 the use of descriptive statistics such as graphing, table construction, and decision trees, 2) understand populations and sample sizes on statistical results, 3) use statistical estimation, correlation 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 and curve fitting, 5) apply Bayes formula in probability theory to conditional probability distributions of random variables, 6) understand the role of variation and sample size in conjunction with the Central Limit Theorem and the concept of a sampling distribution, 7) understand variance and standard deviation, 8) understand the use of inferential statistics as a method of decision-making when faced with uncertainty associated with sample error and select the appropriate tool to solve problems associated with statistical uncertainty, 9) apply hypothesis testing with confidence intervals to economic applications, and 10) use a data manipulation software package to present solutions.
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MLI32A130</td>
<td>INTRODUCTION TO BUSINESS LAW</td>
<td>6 cr</td>
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<tr>
<td>MLI26C693</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS</td>
<td>6 cr</td>
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<tr>
<td>MLI26C010</td>
<td>INTERNATIONAL MARKETING</td>
<td>6 cr</td>
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**MLI32A130 INTRODUCTION TO BUSINESS LAW 6 cr**

**Instructor:** Ross Kamarul-Baharin

**Degree:** LL.M. Law (University of Helsinki, Finland) and 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:**
The course objective is to deliver the basics of business law within the context of Finnish national law and its relationship to the European Union as well as implications for international business. The student will be able to understand the legal structure relevant to business and to develop competence in seeking and applying legal knowledge in business practice.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) identify the origins, concepts and legal basis of Finnish and European Union law, 2) understand the principles and applications of contract law, 3) understand the principles and applications of the law of obligations, 4) understand the principles and applications of commercial law, 5) understand the principles and applications of competition law, 6) identify the fora and procedures for commercial dispute settlement, damages and liability, 7) understand the principles and applications of the law on employment, provision of service and intellectual property, 8) understand the general principles of national and international taxation.

**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, primary and secondary sources, 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) develop an ability to state research problem and define research objectives, 4) understand and use data analysis methods, 5) understand and use computer assisted data analysis, and 6) understand the proper reporting of the research results.

**MLI26C010 INTERNATIONAL MARKETING 6 cr**

**Instructor:** Sergio Carvalho

**Degree:** Ph.D. (Baruch College, CUNY, USA)

**Title and affiliation:** Associate Professor of Marketing, Rowe School of Business, Dalhousie University (Canada)

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

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) know and understand fundamental concepts of international marketing, 2) know and understand diverse methods and practices of international marketing, 3) assess import and export marketing strategies, 4) perform competitive analyses of international markets, 5) develop and assess comprehensive international marketing plans, 6) understand ethical and cultural dimensions of international marketing, and 7) understand legal and political environment and challenges of international marketing.
MODULE 5  23/11 - 11/12 2015

MLI36A020  INTRODUCTION TO STATISTICS  6 cr
Instructor:  NEW  Yipeng Liu
Degree:  Ph.D. (University of Florida, USA)
Title and affiliation:  Assistant Professor, Northern Illinois University (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 the use of descriptive statistics such as graphing, table construction, and decision trees, 2) understand populations and sample sizes on statistical results, 3) use statistical estimation, correlation 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 and curve fitting, 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.

MLI61C630  ACADEMIC WRITING (B, group 1)  6 cr
Instructor:  Beryl Pittman
Degree:  MA (North Carolina State University, Raleigh, USA)
Title and affiliation:  Lecturer, North Carolina State University, Raleigh (USA)
Course description
This course aims to develop the kind of writing skills students will need during their university studies. The emphasis is on integrating source literature into argumentation in essays, reports and theses. Students will therefore practice developing thesis statements, as well as writing annotated bibliographies, article summaries and literature reviews. Special attention will be paid to academic style, including tone, voice, academic language, and the relationship between the writer and the audience.
Learning outcomes for this course, upon successful completion, include the ability to:
1) recognize the purposes and methodologies of various genres of academic writing; 2) adjust writing style depending on the audience and purpose; 3) use academically appropriate vocabulary, grammar, punctuation, and format; 4) correctly proofread and edit written materials; and 5) locate tools and aids for self-development of writing skills.

MLI61C630  ACADEMIC WRITING (B, group 2)  6 cr
Instructor:  Mirjaliisa Charles
Degree:  Ph.D. (University of Birmingham, UK)
Title and affiliation:  Professor Emerita, Department of Communication, Aalto University (Finland)
Course description
This course aims to develop the kind of writing skills students will need during their university studies. The emphasis is on integrating source literature into argumentation in essays, reports and theses. Students will therefore practice developing thesis statements, as well as writing annotated bibliographies, article summaries and literature reviews. Special attention will be paid to academic style, including tone, voice, academic language, and the relationship between the writer and the audience.
Learning outcomes for this course, upon successful completion, include the ability to:
1) recognize the purposes and methodologies of various genres of academic writing; 2) adjust writing style depending on the audience and purpose; 3) use academically appropriate vocabulary, grammar, punctuation, and format; 4) correctly proofread and edit written materials; and 5) locate tools and aids for self-development of writing skills.
**MODULE 5  23/11 - 11/12 2015**

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<tr>
<td>MLI32A130</td>
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<td>6 cr</td>
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<tr>
<td>Instructor:</td>
<td>Ross Kamarul-Baharin</td>
<td></td>
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<tr>
<td>Degree:</td>
<td>LL.M. Law (University of Helsinki, Finland) and Doctoral candidate (University of Helsinki/University of Science Malaysia Fellow)</td>
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<tr>
<td>Title and affiliation:</td>
<td>Senior Associate Lawyer, Mäkitalo Rantanen &amp; Co Ltd, Attorneys-at-Law, Helsinki (Finland)</td>
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<tr>
<td>Course description:</td>
<td>The course objective is to deliver the basics of business law within the context of Finnish national law and its relationship to the European Union as well as implications for international business. The student will be able to understand the legal structure relevant to business and to develop competence in seeking and applying legal knowledge in business practice.</td>
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<td>Learning outcomes for this course, upon successful completion, include the ability to:</td>
<td>1) identify the origins, concepts and legal basis of Finnish and European Union law, 2) understand the principles and applications of contract law, 3) understand the principles and applications of the law of obligations, 4) understand the principles and applications of commercial law, 5) understand the principles and applications of competition law, 6) identify the fora and procedures for commercial dispute settlement, damages and liability, 7) understand the principles and applications of the law on employment, provision of service and intellectual property, 8) understand the general principles of national and international taxation.</td>
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<tr>
<td>MLI26C693</td>
<td>RESEARCH METHODS IN INTERNATIONAL BUSINESS</td>
<td>6 cr</td>
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<tr>
<td>Instructor:</td>
<td>David Henderson</td>
<td></td>
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<tr>
<td>Degree:</td>
<td>Ph.D. (Virginia Tech, USA)</td>
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<tr>
<td>Title and affiliation:</td>
<td>Assistant Professor of Accounting, University of Mary Washington, College of Business (USA)</td>
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<tr>
<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, primary and secondary sources, data collection methods, and data analysis methods. Also emphasized are computer applications to perform rigorous data analysis.</td>
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<tr>
<td>Learning outcomes for this course, upon successful completion, include the ability to:</td>
<td>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) develop an ability to state research problem and define research objectives, 4) understand and use data analysis methods, 5) understand and use computer assisted data analysis, and 6) understand the proper reporting of the research results.</td>
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<tr>
<td>MLI26C679</td>
<td>INTERCULTURAL NEGOTIATIONS</td>
<td>6 cr</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Stephen Weiss</td>
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<tr>
<td>Degree:</td>
<td>Ph.D. (University of Pennsylvania, USA)</td>
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<tr>
<td>Title and affiliation:</td>
<td>Director of the MBA Program, Schulich School of Business, York University (Canada)</td>
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<tr>
<td>Course description:</td>
<td>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.</td>
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<tr>
<td>Learning outcomes for this course, upon successful completion, include the ability to:</td>
<td>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.</td>
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### MLI61A130 BUSINESS COMMUNICATION 3 cr
(4/1-13/1, 2016)

**Instructor:** NEW  
**Degree:** Ph.D. (Aalto University School of Business, Finland)  
**Title and affiliation:** Lecturer, Hanken School of Economics (Helsinki)

**Course description**
Business Communication gives students a clear insight into what constitutes effective oral and written business communication in a fast-paced global business environment. The course is highly interactive and task-oriented. Case analyses, written assignments and individual and team presentations will allow students to practice the theories and key concepts introduced during the course. Peer and lecturer feedback will give students a clear picture of their present communication skills, and an indication of how the performance can be enhanced.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) analyze audiences and define objectives to create targeted messages, 2) write coherent and convincing, reader-friendly e-mails, 3) plan and deliver clear, focused and engaging business presentations, and 4) critically assess their own and others’ business communications.

### MLI61C611 INTRODUCTION TO CORPORATE COMMUNICATION 3 cr
(14/1-22/1, 2016)

**Instructor:** NEW  
**Degree:** D. Sc. (Aalto School of Business, Finland)  
**Title and affiliation:** Professor of Practice, Aalto School of Business (Finland)

**Course description**
The course provides an overview of issues and activities involved in managing and implementing corporate communications, with specific focus on multinational enterprises. Drawing on communication theory and case studies, the course provides tools for identifying and analyzing various types of corporate stakeholders, formulating key messages, timing communications, choosing appropriate channels, monitoring and auditing communications, and aligning communications with corporate strategy. The role that communication plays in creating and influencing a company's image is examined in order to understand how communication analysis can be used in reputation management (eg, in change or crisis management). Attention is paid throughout to ethical considerations and issues of corporate social responsibility.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) appreciate the extensive role that corporate communication plays in today's corporate world, 2) outline elements to be considered and steps to be taken at various stages of the communication process, eg by preparing a communication plan, 3) explain and critically discuss issues, functions, activities and roles of corporate communication as part of reputation management and stakeholder relations in international business today.

### MLI31A002 PRINCIPLES OF ECONOMICS 6 cr

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

**Course description**
The purpose of this course is to introduce students to the principles of economics. It distinguishes between microeconomics and macroeconomics with a stronger emphasis on the latter. The microeconomics section addresses the topics of scarcity, opportunity cost, demand and supply, elasticity, cost theory and market structures. The macroeconomics section addresses topics such as trends in real economic variables, production and growth, theory of income determination, the consumption function, fiscal policy and monetary policy.

**Learning outcomes** for this course, upon successful completion, include the ability to:
1) know and understand the key principles of economics underlying the market and the economy, 2) calculate real economic variables, such as real GDP, inflation and unemployment rates and be familiar with important international economic databases, 3) know and understand how fundamental economic theory applies to international business, 4) understand how aggregate variables such as inflation and unemployment behave and how the government and Central Banks can influence their behavior, and 5) understand the impact of economic fluctuations at a domestic and international level.
### MLI26C634 INTERNATIONAL ECONOMICS 6 cr

**Instructor:** Alexander Creutzberg  
**Degree:** Drs. Economie (Vrije Universiteit, Netherlands)  
**Title and affiliation:** Visiting Lecturer, Aalto School of Business (Finland)  
**Recommended prerequisites:** basic course in economics

**Course description**

This course examines the functioning of the international economy, with equal emphasis on theoretical principles and policy implications. It covers both international trade (comparative advantage, trade barriers, regional trading arrangements, international factor movements) and international monetary economics (the balance of payments, the foreign exchange market, exchange rate determination, adjustment under alternative exchange rate regimes) as well as macroeconomic policy in an open economy.

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

1. understand the gains from trade, 2. know the various barriers to trade, and analyze their costs and benefits, 3. be aware of regional trading groups like the EU, NAFTA, Mercosur, etc., 4. analyze gains and losses from international movements of capital and labor, 5. understand the link between the balance of payments and the foreign exchange market, 6. know how adjustment to imbalances occurs in fixed and floating exchange rate systems, and 7. appreciate how macroeconomic policy is impacted by trade and capital flows across borders. During the course students should also become familiar with the major sources of data on international economic activity.

### MLI26C727 INNOVATION MANAGEMENT IN THE GLOBAL ECONOMY 6 cr

**Instructor:** Henrik Dellestrand  
**Degree:** Ph.D. (Uppsala University, Sweden)  
**Title and affiliation:** Associate Professor of International Business, Uppsala University (Sweden)

**Course description:**

An examination of the essential institutional frameworks (innovation systems), concepts, methods and practices in the context of innovation management and the global economy. The focus of innovation management is to allow both the small and large organizations to respond to an external or internal opportunity, and use its creative (intrapreneurial/entrepreneurial) efforts to introduce new ideas, processes or products in order to gain and maintain a competitive advantage in the global business world. The flow of technology and information and the interaction between people, enterprises and institutions is the key to an innovative process in order to turn an idea into a process, product or service on the market.

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

1. understand the concept of innovation, 2. learn how to enhance and manage organization’s creativity, innovation-based competitiveness and superior performance in the global economy, 3. know and understand the fundamentals of the innovation process, 4. be aware of the various institutions that may influence the innovation process, 5. learn how to manage the creation, protection, commercialization and capture of value from intellectual property rights (IPRs) and innovations, 6. gain insight and competency how to lead and design innovation initiatives at international companies.
Instructor: NEW  
David Lange  
Degree: 
DBA (University of Kentucky, USA)  
Title and affiliation: 
Professor, Auburn University at Montgomery (USA)  
Recommended prerequisites: 
basic course in finance  

Course description
This hands-on course examines the valuation, selection and management of financial assets in a global market context. Including: concepts associated with efficient capital markets; behavioral finance; modern portfolio theory; 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 in securitization and innovations such as Social Impact Bonds and Crowd Funding.  

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.
### MLI31A002  **PRINCIPLES OF ECONOMICS**  6 cr

**Instructor:**  Oleg Pavlov  
**Degree:**  Ph.D. (University of Southern California, USA)  
**Title and affiliation:**  Associate Professor of Economics and System Dynamics, Worcester Polytechnic Institute (USA)

**Course description**
The purpose of this course is to introduce students to the principles of economics. It distinguishes between microeconomics and macroeconomics with a stronger emphasis on the latter. The microeconomics section addresses the topics of scarcity, opportunity cost, demand and supply, elasticity, cost theory and market structures. The macroeconomics section addresses topics such as trends in real economic variables, production and growth, theory of income determination, the consumption function, fiscal policy and monetary policy.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) know and understand the key principles of economics underlying the market and the economy,  
2) calculate real economic variables, such as real GDP, inflation and unemployment rates and be familiar with important international economic databases,  
3) know and understand how fundamental economic theory applies to international business,  
4) understand how aggregate variables such as inflation and unemployment behave and how the government and Central Banks can influence their behavior, and  
5) understand the impact of economic fluctuations at a domestic and international level.

### MLI61C611  **INTRODUCTION TO CORPORATE COMMUNICATION**  3 cr  
(25/1-2/2, 2016)  
**Instructor:**  NEW Minna Logemann  
**Degree:**  D. Sc. (Aalto School of Business, Finland)  
**Title and affiliation:**  Professor of Practice, Aalto School of Business (Finland)

**Course description**
The course provides an overview of issues and activities involved in managing and implementing corporate communications, with specific focus on multinational enterprises. Drawing on communication theory and case studies, the course provides tools for identifying and analyzing various types of corporate stakeholders, formulating key messages, timing communications, choosing appropriate channels, monitoring and auditing communications, and aligning communications with corporate strategy. The role that communication plays in creating and influencing a company’s image is examined in order to understand how communication analysis can be used in reputation management (eg, in change or crisis management). Attention is paid throughout to ethical considerations and issues of corporate social responsibility.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) appreciate the extensive role that corporate communication plays in today's corporate world,  
2) outline elements to be considered and steps to be taken at various stages of the communication process, eg by preparing a communication plan,  
3) explain and critically discuss issues, functions, activities and roles of corporate communication as part of reputation management and stakeholder relations in international business today.

### MLI61A130  **BUSINESS COMMUNICATION**  3 cr  
(3/2-12/2, 2016)  
**Instructor:**  Christa Uusi-Rauva  
**Degree:**  D.Sc. (Aalto School of Economics, Finland)  
**Title and affiliation:**  Specialist for teaching development, Aalto School of Business (Finland)

**Course description**
Business Communication gives students a clear insight into what constitutes effective oral and written business communication in a fast-paced global business environment. The course is highly interactive and task-oriented. Case analyses, written assignments and individual and team presentations will allow students to practice the theories and key concepts introduced during the course. Peer and lecturer feedback will give students a clear picture of their present communication skills, and an indication of how the performance can be enhanced.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) analyze audiences and define objectives to create targeted messages,  
2) write coherent and convincing, reader-friendly e-mails,  
3) plan and deliver clear, focused and engaging business presentations, and  
4) critically assess their own and others’ business communications.
### INTERNATIONAL ECONOMICS

**Instructor:** Rita Buckley  
**Degree:** Ph.D. (University of Limerick, Ireland)  
**Title and affiliation:** Lecturer, Kemmy Business School, University of Limerick (Ireland)  
**Recommended prerequisites:** basic course in economics  

**Course description**  
This course examines the functioning of the international economy, with equal emphasis on theoretical principles and policy implications. It covers both international trade (comparative advantage, trade barriers, regional trading arrangements, international factor movements) and international monetary economics (the balance of payments, the foreign exchange market, exchange rate determination, adjustment under alternative exchange rate regimes) as well as macroeconomic policy in an open economy.  

**Learning outcomes** for this course, upon successful completion, include the ability to: 1) understand the gains from trade, 2) know the various barriers to trade, and analyze their costs and benefits, 3) be aware of regional trading groups like the EU, NAFTA, Mercosur, etc., 4) analyze gains and losses from international movements of capital and labor, 5) understand the link between the balance of payments and the foreign exchange market, 6) know how adjustment to imbalances occurs in fixed and floating exchange rate systems, and 7) appreciate how macroeconomic policy is impacted by trade and capital flows across borders. During the course students should also become familiar with the major sources of data on international economic activity.

### ENTREPRENEURSHIP IN THE GLOBAL ECONOMY

**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**  
This course is designed to foster an understanding of entrepreneurship in the context of innovation and the global economy. It also provides the theoretical and practical knowledge for the preparation of business models and plans. The course includes opportunity identification, team formation, capital and other resource acquisition, exit strategies and other aspects of new venture creation.  

**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) identify the bases for successful new venture creation and growth; 3) assess the feasibility for a venture to achieve success; and 4) prepare a business model and plan including pro forma financial projections.

### LEADERSHIP

**Instructor:** Elyssebeth Leigh  
**Degree:** Ed.D. (University of Technology, Sydney, Australia)  
**Title and affiliation:** Senior Lecturer, University of Technology, Sydney (Australia)  

**Course description**  
This course will provide a framework for understanding leadership from three perspectives: theoretical models of leadership, self-assessment of leadership, and being lead. Particular focus will be paid to effective leadership, including formal leadership and peer leadership. Through case studies, team exercises, assessments, and developmental activities, students can expect to critically analyze their own and others' leadership styles, and learn tools specifically designed to improve their personal leadership potential.  

**Learning outcomes** for this course, upon successful completion, include the ability to: 1) understand core competencies of effective leadership; 2) understand the importance of motivation, power, and team dynamics for effective leadership; 3) understand the roles of decision-making and delegation in developing leadership style; 4) apply theories of leadership in order to better understand how and why leadership works; 5) recognize situational demands for specific leadership styles, including the development of skills for leading in asymmetric or uncertain contexts; and 6) self-analyze leadership strengths and weaknesses in order to set personal leadership goals.
### MLI22A002  PRINCIPLES OF ACCOUNTING (A)  6 cr

**Instructor:** Raymond A. Zimmermann  
**Degree:** Ph.D. (Texas Tech University, USA)  
**Title and affiliation:** Robert E. and Jacqueline Skov Endowed Emeritus Professor, University of Texas at El Paso (USA)

**Course description**
An introduction to essential theories, concepts, vocabulary and practices of accounting. Attention is given to the role and methods of accounting in business organizations. Distinctions are made between financial accounting and managerial accounting with relevant applications. After the course a student can read financial statements and interpret key financial figures, evaluate the financial value of products and capital investments, and understand the role of financial control in organizations in general.

**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 concepts and role of revenue, expense, asset, liability and equity accounts in financial accounting, 5) understand and develop income statements, 6) understand and prepare balance sheets, and 7) understand and develop cash flow statements.

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### MLI22A002  PRINCIPLES OF ACCOUNTING (B)  6 cr

**Instructor:** John Ahern  
**Degree:** DBA (University of Kentucky, USA)  
**Title and affiliation:** Associate Professor, School of Accountancy & MIS, DePaul University (USA)

**Course description**
An introduction to essential theories, concepts, vocabulary and practices of accounting. Attention is given to the role and methods of accounting in business organizations. Distinctions are made between financial accounting and managerial accounting with relevant applications. After the course a student can read financial statements and interpret key financial figures, evaluate the financial value of products and capital investments, and understand the role of financial control in organizations in general.

**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 concepts and role of revenue, expense, asset, liability and equity accounts in financial accounting, 5) understand and develop income statements, 6) understand and prepare balance sheets, and 7) understand and develop cash flow statements.

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### MLI26C012  BACHELOR’S THESIS  10 cr

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

**Course description**
The purpose of the Bachelor’s thesis is to develop student abilities to carry out independent research work in the field of international business. The process is designed to develop skills such as preparing a research plan, including the research problem, questions and objectives. The thesis must include a theoretical frame of reference with a critical literature review, and the student must use suitable methods to obtain the relevant data and interpret it.

**Learning outcomes** for this course, upon successful completion, include the ability to:  
1) carry out independent academic research, including both project design and implementation, 2) demonstrate critical thinking in the research, and 3) produce a thesis that meets academic writing standards.
Instructor: Josiane Peltier  
Degree: Ph.D. (The University of Iowa, USA)  
Title and affiliation: Visiting Lecturer, Aalto School of Business, Mikkeli Campus (Finland)

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.
### MLI71A100 FINNISH BUSINESS COMMUNICATION 3 cr

**Instructor:** NEW  
**Degree:** D.Sc. (Aalto School of Business, Finland)  
**Title and affiliation:** Researcher and Teacher, Aalto School of Business (Finland)  
**Language of instruction:** Finnish  


**Kurssin oppimistavoitteet:**  


### MLI71A101 FINNISH FOR FOREIGNERS 3 cr

**Instructor:** Tarja Isokääntä  
**Degree:** M.A. (University of Jyväskylä, Finland)  
**Title and affiliation:** Lecturer, Mikkeli Polytechnic (Finland)  

**Course description:** This course is designed to introduce Finnish language and culture to foreign students. The aim is to enable foreign students to better integrate into Finnish student life, the local community, and business life.

**Learning outcomes** for this course; upon successful completion, students will demonstrate:  
1) familiarity with the structure of the Finnish language; 2) an ability to use short and simple Finnish expressions in everyday life (for example, introducing oneself, telling the time, buying and paying, food and menus); 3) knowledge of key aspects of Finnish culture and the Finnish way of life.

### MLI26C633 BRAND MANAGEMENT 6 cr

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

**Course description:** An exploration of the characteristics, valuation, and management of brands in international business. The course examines brands as a strategic intangible 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 process of building brand equity, particularly in international contexts, 4) understand how brands are valued as an intangible asset, and 5) know and understand the challenges of how brands are managed in a turbulent global business environment.
<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>MLI26C643</td>
<td>INTERNATIONAL FINANCE</td>
<td>6 cr</td>
</tr>
<tr>
<td>Instructor</td>
<td>Alexander Creutzberg</td>
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<tr>
<td>Degree</td>
<td>Drs. Economie (Vrije Universiteit, Netherlands)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Visiting Lecturer, Aalto School of Business (Finland)</td>
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<tr>
<td>Recommended prerequisites</td>
<td>basic course in Finance</td>
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</table>

**Course description**

An examination of key aspects of international finance, with special focus on multinational enterprises. Topics addressed include: an overview of the international financial system, including banks and international institutions; the role of foreign exchange; analysis of risks and benefits, especially regarding currency exposure; and international funding and other financial strategies. Current issues in the international financial system will also be discussed.

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

1) know and understand fundamental concepts of international finance; 2) analyze key issues in financial management of MNCs, especially the risks and opportunities arising from operating in multiple currencies; 3) understand the importance of well-functioning financial markets; 4) carry out multinational capital budgeting; and 5) understand the role of international financial institutions and agencies, such as the International Monetary Fund.

<table>
<thead>
<tr>
<th>Code</th>
<th>DIGITAL MARKETING STRATEGIES</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>MLI26C718</td>
<td>(Demanding self-study online course)</td>
<td>6 cr</td>
</tr>
<tr>
<td>Instructor</td>
<td>Dale Fodness</td>
<td></td>
</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (The Florida State University, USA)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Associate Professor of Marketing, University of Dallas (TX, USA)</td>
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</tbody>
</table>

**Course description**

This online 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 project with options including search engine optimization, search engine ads, social media, email campaigns, and defining mobile strategy.

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

understand the use of electronic networks in marketing: (1) as a medium for promotion and relationship building, (2) as a channel for distribution and retailing, and (3) as a platform for connecting groups and offering network services.
### MLI23A020  INTRODUCTION TO MARKETING  6 cr

**Instructor:** Paurav Shukla  
**Degree:** Ph.D. (North Gujarat University, India)  
**Title and affiliation:** Professor of Luxury Brand Marketing, Glasgow Caledonian University (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.

### MLI21C617  OPERATIONS MANAGEMENT  6 cr

**Instructor:** Bruno Silvestre  
**Degree:** Ph.D. (Pontifical Catholic University of Rio de Janeiro, Brazil)  
**Title and affiliation:** Associate Professor, University of Winnipeg (Canada)

**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 labor for a given level of activity and level of service, 4) measure and analyze operational quality, and 5) review and assess methods and strategies for improvement in operations.
MODULE 10 04/04 - 22/04 2016

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<td>MLI26C728</td>
<td>CAPSTONE COURSE</td>
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<tr>
<td>Coordinator</td>
<td>Joan Lofgren</td>
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</tr>
<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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<tr>
<td>Co-instructor</td>
<td>John Kraft</td>
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</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (University of Pittsburgh, USA)</td>
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<tr>
<td>Title and affiliation</td>
<td>Dean, Warrington College of Business Administration, University of Florida (USA)</td>
<td></td>
</tr>
<tr>
<td>Co-instructor</td>
<td>Andres Ramirez</td>
<td></td>
</tr>
<tr>
<td>Degree</td>
<td>Ph.D. (University of South Carolina, Moore School of Business, USA)</td>
<td></td>
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<tr>
<td>Title and affiliation</td>
<td>Associate Professor of Finance, Bryant University (USA)</td>
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<tr>
<td>Course description</td>
<td>This course is designed to provide a capstone learning experience for BScBA students majoring in international business. The course is structured in particular around a simulation (Global Challenge), in which student teams develop and execute strategies for a global company operating in Europe, Asia and the US. Success in the simulation is measured using operational and financial indicators. Lectures will highlight key issues in international business today, for example in the fields of strategy, finance and intercultural management; and support the integration and application of knowledge in the simulation. Grading methods may include: regular analysis and reflection reports on the decision-making rounds; peer review of individual contributions to the team; and personal reflection on learning throughout the program. Learning outcomes for this course, upon successful completion, include the ability to: 1) comprehend the fundamentals of business administration and economics and the interdisciplinary nature of the study of international business, 2) understand of the complexity of global business operations in a dynamic competitive environment, eg the financial implications of strategic and operational decisions, 3) possess sufficient analytical and problem-solving skills by synthesizing theories and concepts and applying them effectively to international business problems, 4) engage in effective communication and team-working, as demonstrated in the simulation, and 5) reflect thoughtfully on their learning, eg short-term on the reasons for adopting a strategy or making a decision in the simulation, and long-term on their learning throughout the program.</td>
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<td>MLI26C013</td>
<td>BACHELOR’S THESIS SEMINAR</td>
<td>2 cr</td>
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<td>Coordinator</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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<tr>
<td>Course description</td>
<td>The student presents his/her research results to the supervisor and other students at the seminar on the Mikkeli campus. The student is expected to engage in a meaningful discussion of the research findings with other students, as well as critique the research findings of fellow students. Learning outcomes for this requirement, upon successful completion, include the ability to: 1) present the research questions, methods and findings in an interesting and coherent way to the supervisor and peers, and 2) demonstrate critical thinking in discussing others’ research.</td>
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<td>MLI26D005</td>
<td>PROFICIENCY TEST</td>
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<tr>
<td>Coordinator</td>
<td>Joan Lofgren</td>
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<tr>
<td>Degree</td>
<td>Ph.D. (Columbia University, USA)</td>
<td></td>
</tr>
<tr>
<td>Title and affiliation</td>
<td>Program Director, Aalto School of Business, Mikkeli Campus (Finland)</td>
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</tr>
<tr>
<td>Course description</td>
<td>All BScBA students must complete and pass the thesis proficiency test, which is intended to demonstrate 1) that the student is familiar with the field in which the Bachelor’s thesis is written and 2) the student’s proficiency in Finnish or Swedish. If the student has obtained his or her secondary education in any other language than Finnish or Swedish, he or she may write the proficiency test in English (exemption needs an official decision).</td>
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</tbody>
</table>
Instructor: NEW
Andrew Gallan
Degree: Ph.D. (Arizona State University, USA)
Title and affiliation: Assistant Professor of Marketing, DePaul University (USA)

Course description
Much of the world economy is dominated by services, yet manufacturing is often the primary focus of business studies. This course is designed especially for those students who may be interested in working in service industries and in addressing the distinct needs and challenges of managing services and delivering quality service to customers, also internationally. The primary theme of the course is that service organizations (e.g., banks, transportation companies, hotels, hospitals, educational institutions, and professional services) require a distinctive approach to marketing strategy – both in its development and execution.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the nature of services as well as customer expectations and perceptions of services; 2) recognize the significance of services for competitive advantage; 3) apply approaches to services marketing, to diagnose and improve service provision; 4) understand how to integrate services with goods production; follow trends in the internationalization of services.
 MODULE 11  25/04 - 13/05 2016

MLI72A100  SWEDISH BUSINESS COMMUNICATION  3 cr
(2 groups; 25/4-6/5, 2016)
Instructor:  Riina Uusikulku
Degree:  M.A. (University of Helsinki, Finland)
Title and affiliation:  Lecturer, Language Center, University of Helsinki (Finland)

AND

Instructor:  NEW  Tarja Rintakoski
Degree:  M.Sc. (Uppsala University, Sweden)
Title and affiliation:  Trainer, Kielipalvelut Tarja Rintakoski (Finland)
Language of instruction:  Finnish


MLI71A101  FINNISH FOR FOREIGNERS  3 cr
(3 weeks in module 9 and 25/4-6/5, 2016 in module 11)
Instructor:  Tarja Isokääntä
Degree:  M.A. (University of Jyväskylä, Finland)
Title and affiliation:  Lecturer, Mikkeli Polytechnic (Finland)

Course description
This course is designed to introduce Finnish language and culture to foreign students. The aim is to enable foreign students to better integrate into Finnish student life, the local community, and business life.

Learning outcomes for this course; upon successful completion, students will demonstrate: 1) familiarity with the structure of the Finnish language; 2) an ability to use short and simple Finnish expressions in everyday life (for example, introducing oneself, telling the time, buying and paying, food and menus); 3) knowledge of key aspects of Finnish culture and the Finnish way of life.
MLI51C100  CORPORATE RESPONSIBILITY AND ETHICS (A)  3 cr
(9/5-13/5, 2016)
Instructor:  Sheila Killian
Degree:  Ph.D. (University College Dublin, Ireland)
Title and affiliation:  Assistant Dean of Research and Director of PRME, University of Limerick (Ireland)

Course description
The purpose of this course is to introduce students to the main theories, models and history of corporate responsibility and business ethics and engage them in critical thinking on contemporary debates on the role of business in society. The course themes include ethics and the market, the role of agency theory in refining the purpose of the business and stakeholder theory. Ethical models and frameworks for decision-making are also addressed and the generally accepted international standards for corporate social responsibility are introduced and evaluated. Students will become familiar with accepted/adopted CSR standards, such as the UN Global Compact and ISO 26000. Cases will be discussed that highlight the consequences of a lack of ethics and responsibility, as well as the impact of best practice on society and the firm.

Learning outcomes for this course, upon successful completion, include the ability to:
1) critically evaluate both agency theory and the use of stakeholder analysis, 2) analyze and apply prevailing business ethical models to decision-making (scenarios), 3) identify ethical dilemmas in business and evaluate trade-offs between different stakeholder groups, 4) engage in debate on current ethics and responsibility problems in international business and 5) understand the role of external and industry standards in promoting CSR.

MLI51C100  CORPORATE RESPONSIBILITY AND ETHICS (B)  3 cr
(9/5-13/5, 2016)
Instructor: NEW  Margaret McKee
Degree:  Ph.D. (Saint Mary’s University, Canada)
Title and affiliation:  Associate Professor and MBA Academic Director, Saint Mary’s University (Canada)

Course description
The purpose of this course is to introduce students to the main theories, models and history of corporate responsibility and business ethics and engage them in critical thinking on contemporary debates on the role of business in society. The course themes include ethics and the market, the role of agency theory in refining the purpose of the business and stakeholder theory. Ethical models and frameworks for decision-making are also addressed and the generally accepted international standards for corporate social responsibility are introduced and evaluated. Students will become familiar with accepted/adopted CSR standards, such as the UN Global Compact and ISO 26000. Cases will be discussed that highlight the consequences of a lack of ethics and responsibility, as well as the impact of best practice on society and the firm.

Learning outcomes for this course, upon successful completion, include the ability to:
1) critically evaluate both agency theory and the use of stakeholder analysis, 2) analyze and apply prevailing business ethical models to decision-making (scenarios), 3) identify ethical dilemmas in business and evaluate trade-offs between different stakeholder groups, 4) engage in debate on current ethics and responsibility problems in international business and 5) understand the role of external and industry standards in promoting CSR.
MODULE 11  25/04 - 13/05 2016

MLI31C020  INTERMEDIATE MICROECONOMICS  6 cr
Instructor:  Animesh Ghoshal
Degree:  Ph.D. (University of Michigan, USA)
Title and affiliation:  Professor of Economics, DePaul University (USA)
Recommended prerequisites:  basic course in economics
Course description
Microeconomics studies the economic behavior of individual agents, such as consumers, households, firms and the government. The main objective of this course is to acquaint students with the tools and techniques of microeconomic analysis which are particularly applicable to decision making. The topics to be addressed include: the goals of a firm; demand, supply and equilibrium; elasticity and quantitative demand analysis; indifference curve analysis, consumer behavior and choice; production functions and cost analysis; market structure; and pricing strategies. Efficient allocation of resources is emphasized throughout the course.
Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand the key principles of microeconomics; 2) apply consumer theory, analyzing how households make decisions in the face of scarcity and how these decisions vary in response to changes in prices and incomes; 3) apply the theory of the firm in order to understand how firms make decisions in the face of scarcity and how these decisions vary in response to changes in the economic environment; and 4) understand the organization of markets: how markets under perfect competition, monopoly, oligopoly and monopolistic competition are organized and the outcomes of decisions made in these markets.

MLI26C698  DESTINATION MARKETING  6 cr
Instructor:  Dale Fodness
Degree:  Ph.D. (The Florida State University, USA)
Title and affiliation:  Associate Professor of Marketing, University of Dallas (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.
MLI21C617  OPERATIONS MANAGEMENT  6 cr
Instructor: NEW  Scott Young
Degree:  Ph.D. (Georgia State University, USA)
Title and affiliation:  Professor of Management, DePaul University (USA)
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 labor for a given level of activity and level of service, 4) measure and analyze operational quality, and 5) review and assess methods and strategies for improvement in operations.

MLI23A020  INTRODUCTION TO MARKETING  6 cr
Instructor: NEW  Srdan Zdravkovic
Degree:  Ph.D. (Saint Louis University, USA)
Title and affiliation:  Associate Professor of Marketing, Bryant University (USA)
Course description
An exploration to fundamental concepts, practices and issues of marketing. A wide range of marketing practices and structures will be explored including product and service firms, consumer and business markets, profit and not-for-profit organizations, domestic and global companies, and small and large businesses. The critical role of marketing information is also assessed. Issues of ethical concerns related to marketing also are examined.
Learning outcomes for this course, upon successful completion, include the ability to:
1) know and understand fundamentals of marketing decision-making processes, 2) know and understand theories, concepts, and practices of marketing, 3) know and understand the forms and objectives of diverse marketing strategies, 4) understand the relationship between marketing and customer value and satisfaction, 5) develop and assess comprehensive marketing plans, and 6) identify and understand major marketing functions within organizations, and 6) know and understand ethical dilemmas in marketing.

MLI26C727  INNOVATION MANAGEMENT IN THE GLOBAL ECONOMY  6 cr
Instructor: NEW  Dianne Welsh
Degree:  Ph.D. (University of Nebraska, USA)
Title and affiliation:  Professor, University of North Carolina at Greensboro (USA)
Course description:
An examination of the essential institutional frameworks (innovation systems), concepts, methods and practices in the context of innovation management and the global economy. The focus of innovation management is to allow both the small and large organizations to respond to an external or internal opportunity, and use its creative (intrapreneurial/entrepreneurial) efforts to introduce new ideas, processes or products in order to gain and maintain a competitive advantage in the global business world. The flow of technology and information and the interaction between people, enterprises and institutions is the key to an innovative process in order to turn an idea into a process, product or service on the market.
Learning outcomes for this course, upon successful completion, include the ability to:
1) understand the concept of innovation, 2) learn how to enhance and manage organization’s creativity, innovation-based competitiveness and superior performance in the global economy, 3) know and understand the fundamentals of the innovation process, 4) be aware of the various institutions that may influence the innovation process, 5) learn how to manage the creation, protection, commercialization and capture of value from intellectual property rights (IPRs) and innovations, 6) gain insight and competency how to lead and design innovation initiatives at international companies.
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<th>Course Title</th>
<th>Credits</th>
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<td>MLI66A001</td>
<td>BASICS IN BUSINESS FRENCH 1</td>
<td>3 cr</td>
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<td></td>
<td>Instructor: Josiane Peltier</td>
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<tr>
<td></td>
<td>Degree: Ph.D. (The University of Iowa, USA)</td>
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<tr>
<td></td>
<td>Title and affiliation: Visiting Lecturer, Aalto School of Business, Mikkeli Campus (Finland)</td>
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<td>Language of instruction: English</td>
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<td>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)</td>
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<tr>
<td>MLI65A001</td>
<td>BASICS IN BUSINESS SPANISH 1</td>
<td>3 cr</td>
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<tr>
<td></td>
<td>Instructor: Ana María Monterde Rey</td>
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<tr>
<td></td>
<td>Degree: Ph.D. (University of Las Palmas de G. C., Spain)</td>
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<tr>
<td></td>
<td>Title and affiliation: Professor, Faculty of Translation and Interpreting, University of Las Palmas de Gran Canaria (Spain)</td>
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<td>Language of instruction: English</td>
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<td>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)</td>
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<tr>
<td>MLI62A001</td>
<td>BASICS IN BUSINESS GERMAN 1</td>
<td>3 cr</td>
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<tr>
<td></td>
<td>Instructor: Michael Mullins</td>
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<tr>
<td></td>
<td>Degree: M.Ed. (University of Minnesota, USA)</td>
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<tr>
<td></td>
<td>Affiliation: Visiting Lecturer, Aalto School of Business (Finland)</td>
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<tr>
<td></td>
<td>Language of instruction: English</td>
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<td>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)</td>
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</table>
**MODULE 13  06/06 - 24/06 2016**

**MLI26C730  CONSUMER CULTURE  6 cr**

**Instructor:**  NEW  Maurice Patterson  
**Degree:**  Ph.D. (University of Warwick, UK)  
**Title and affiliation:**  Lecturer, University of Limerick (Ireland)

**Course description**

This course takes a multidisciplinary approach to the study of consumption, describing key theories from such fields as sociology, social psychology, social theory, cultural studies, material culture and cultural anthropology, as they relate to consumer culture. Distinct from psychologically oriented and experimentally driven sub-fields of consumer research (e.g. consumer psychology; consumer behavior), Consumer Culture research is mainly qualitative in its methodologies and methods, and relatively critical in its perspectives. Central streams of inquiry seek to advance consumer research knowledge by illuminating sociocultural processes and structures related to 1) consumer identity projects, 2) marketplace cultures, 3) the socio-historic patterning of consumption, and 4) mass-mediated marketplace ideologies and consumers' interpretive strategies.

**Learning outcomes**

for this course, upon successful completion, include the ability to:  
1) understand the key concepts, theories, and frameworks of consumer culture theory and interpretive consumer behavior; 2) apply these concepts, theories, and frameworks in critically examining and analyzing consumption in different international contexts 3) conduct consumer/market research and interpret the results for managerial implications.

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**MLI26C707  ENVIRONMENTAL ECONOMICS  6 cr**

**Instructor:**  Rita Buckley  
**Degree:**  Ph.D. (University of Limerick, Ireland)  
**Title and affiliation:**  Lecturer, Kemmy Business School, University of Limerick (Ireland)  
**Recommended prerequisites:**  basic course in Economics

**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 14  27/06 - 15/07 2016

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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tr>
<td>MLI66A002</td>
<td>BASICS IN BUSINESS FRENCH 2</td>
<td>3 cr</td>
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<tr>
<td>Instructor:</td>
<td>Josiane Peltier</td>
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<td>Degree:</td>
<td>Ph.D. (The University of Iowa, USA)</td>
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<tr>
<td>Title and affiliation:</td>
<td>Visiting Lecturer, Aalto School of Business, Mikkeli Campus (Finland)</td>
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<tr>
<td>Language of instruction:</td>
<td>English</td>
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</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)

| MLI65A002   | BASICS IN BUSINESS SPANISH 2 | 3 cr    |
| Instructor: | Ana María Monterde Rey       |         |
| Degree:     | Ph.D. (University of Las Palmas de G. C., Spain) |         |
| Title and affiliation: | Professor, Faculty of Translation and Interpreting, University of Las Palmas de Gran Canaria (Spain) |         |
| Language of instruction: | English |         |

**Course description**

The main aim of this course is to increase the student’s knowledge of the basic structures of Spanish and basic vocabulary in everyday life, and to acquire a basic business vocabulary in Spanish. The goal is for the student to be able to manage in some common everyday and business situations (travel arrangements, meeting arrangements and company visits) and to get to know some customs of Spanish-speaking countries.

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

| MLI62A002   | BASICS IN BUSINESS GERMAN 2  | 3 cr    |
| Instructor: | Michael Mullins              |         |
| Degree:     | M.Ed. (University of Minnesota, USA) |         |
| Affiliation: | Visiting Lecturer, Aalto School of Business (Finland) |         |
| Language of instruction: | English |         |

**Course description**

In this course students deepen their familiarity with the German language by working with advanced vocabulary, more complex grammatical issues and longer writing assignments. At the end of this course students will be able to provide complex information about themselves, and cope with a wide variety of situations in German. Students will be able to read longer texts on current or past events, write letters, short essays, and navigate their way through a large number of linguistic environments with basic proficiency. Key assignments include finding an apartment online and making a virtual plan to move to a German-speaking country.

Beginning level A1, Target level A2 (Common European Framework)
MLI26C600 ENTREPRENEURSHIP IN THE GLOBAL ECONOMY 6 cr

Instructor: Eric Liguori
Degree: Ph.D. (Louisiana State University, USA)
Title and affiliation: Assistant Professor of Entrepreneurship, The University of Tampa (USA)

Course description
This course is designed to foster an understanding of entrepreneurship in the context of innovation and the global economy. It also provides the theoretical and practical knowledge for the preparation of business models and plans. The course includes opportunity identification, team formation, capital and other resource acquisition, exit strategies and other aspects of new venture creation.

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) identify the bases for successful new venture creation and growth; 3) assess the feasibility for a venture to achieve success; and 4) prepare a business model and plan including pro forma financial projections.

MLI26C732 MANAGING TECHNOLOGICAL CHANGE 6 cr

Instructor: Subhajyoti Bandyopadhyay
Degree: Ph.D. (Purdue University, USA)
Title and affiliation: Associate Professor, University of Florida (USA)

Course description
This course focuses on the rapid change that has been brought about globally by Information and Communications Technologies (ICT) over the past few years. We are now living during a turning point in society, when individuals, firms and societies are becoming rapidly digitized, and thanks to the exponential nature of change in ICT, these changes will only accelerate over time. The adoption of digital methods of doing business has become a prerequisite for success for firms in the digital age. Any firm that fails to respond appropriately to this paradigm shift will succumb to competition in the digital age. In this course, we explore how to manage and ride this change – as individuals, as a firm or as societies. The course will address topics such as: Moore’s Law and the “second half of the chessboard”; digitization and competitive advantage; infrastructure and e-commerce; cloud computing and big data; and technology, change and emerging trends on national and international levels.

Learning outcomes for this course, upon successful completion, include the ability to:
1) understand how ICT has changed the basis of competition in various industries; 2) understand how digitization can affect and transform any business, not only the traditional “computing and telecommunications” industries; 3) recognize how to meet and exceed customer expectations in a digital world; 4) understand how ICT can drive strategic change within a firm and across industries; and 5) recognize some of the larger trends in society, both nationally and internationally, to which ICT is contributing, from unemployment to the unequal distribution of wealth.
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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Instructors</th>
<th>Degrees</th>
<th>Title and Affiliation</th>
<th>Language of Instruction</th>
<th>Course Description</th>
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<tr>
<td>MLI66B101</td>
<td>FRENCH BUSINESS COMMUNICATION 1a</td>
<td>3 cr</td>
<td>Josiane Peltier</td>
<td>Ph.D. (The University of Iowa, USA)</td>
<td>Visiting Lecturer, Aalto School of Business, Mikkeli Campus (Finland)</td>
<td>English</td>
<td>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)</td>
</tr>
<tr>
<td>MLI66B102</td>
<td>FRENCH BUSINESS COMMUNICATION 1b</td>
<td>3 cr</td>
<td>Josiane Peltier</td>
<td>Ph.D. (The University of Iowa, USA)</td>
<td>Visiting Lecturer, Aalto School of Business, Mikkeli Campus (Finland)</td>
<td>English</td>
<td>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)</td>
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<tr>
<td>MLI65B101</td>
<td>SPANISH BUSINESS COMMUNICATION 1a</td>
<td>3 cr</td>
<td>Ana María Monterde Rey</td>
<td>Ph.D. (University of Las Palmas de G. C., Spain)</td>
<td>Professor, Faculty of Translation and Interpreting, University of Las Palmas de Gran Canaria (Spain)</td>
<td>English</td>
<td>Students 1) get to know different materials and documents concerning the basic activities of a firm (contract samples, accounting documents, customs &amp; 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 &amp; 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)</td>
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<tr>
<td>MLI65B102</td>
<td>SPANISH BUSINESS COMMUNICATION 1b</td>
<td>3 cr</td>
<td>Ana María Monterde Rey</td>
<td>Ph.D. (University of Las Palmas de G. C., Spain)</td>
<td>Professor, Faculty of Translation and Interpreting, University of Las Palmas de Gran Canaria (Spain)</td>
<td>English</td>
<td>During this conversational business communication course the students 1) practice business communication situations (i.e. job interviews, team project communications, work meetings, conflict mediation &amp; resolution), 2) get to know the most important cultural differences, as well as business practices, of Latin America/Spain, and 3) work on a marketing presentation to introduce a new product into Latin American markets. Beginning level A2, Target level B1 (Common European Framework)</td>
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### MODULE 15  25/07 - 12/08 2016

**MLI62A101  GERMAN BUSINESS COMMUNICATION 1a  3 cr**

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<th>Instructor:</th>
<th>Michael Mullins</th>
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</tr>
<tr>
<td>Title and affiliation:</td>
<td>Visiting Lecturer, Aalto School of Business (Finland)</td>
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<tr>
<td>Language of instruction:</td>
<td>English</td>
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**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)

### MLI62A102  GERMAN BUSINESS COMMUNICATION 1b  3 cr

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<th>Instructor:</th>
<th>Michael Mullins</th>
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<td>Degree:</td>
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<td>Title and affiliation:</td>
<td>Visiting Lecturer, Aalto School of Business (Finland)</td>
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<td>Language of instruction:</td>
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**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)
MODULE 15  25/07 - 12/08 2016

MLI26C726  MANAGERIAL ACCOUNTING FOR GLOBAL BUSINESS  6 cr
Instructor: NEW  Barbara Edwards
Degree: Ed.L.D. (Simon Fraser University, Canada)
Title and affiliation: Senior Lecturer, Simon Fraser University (Canada)
Recommended prerequisites: basic course in accounting
Course description
This course introduces the accounting information used inside an organization to make decisions, evaluate performance, and control operations. The course will develop skills for evaluating the relevance and usefulness of information measured using different management accounting methods for a variety of business purposes. The course will also introduce the internal use of nonfinancial information, including measures related to an organization’s strategic, ethical, social, and environmental goals. The focus of this course is on the use of accounting information rather than the preparation of that information.
Learning outcomes for this course, upon successful completion, include the ability to:
1) apply terminology and concepts that describe the behavior of costs and profits, 2) analyze the decision usefulness of information from traditional management accounting methods, including job costing, cost allocation, and standard costs, 3) identify relevant costs for decisions such as outsourcing, products, and customers, 4) prepare a master budget and evaluate the reasons for budget variances, 5) assess the relevance and behavioral implications of alternative performance measures, and 6) evaluate performance measures, taking into account potentially competing goals.

MLI26C733  NONPROFIT MANAGEMENT  6 cr
Instructor: NEW  Dominika Mironska
Degree: Ph.D. (Warsaw School of Economics, Poland)
Title and affiliation: Associate Professor, International Management and Marketing Institute, Warsaw School of Economics (Poland)
Course description
This course focuses on managerial tools, both strategic and tactical, that can be implemented by nonprofit organizations in order to gain effectiveness and impact. Specific processes and functions will be discussed, such as strategic planning, human resources, financial management, and performance evaluation. Current trends in the field such as social entrepreneurship, earned income strategies, advocacy, lobbying and leadership will also be addressed. Recognizing the broad range of organizations in the nonprofit sector internationally, examples will be drawn from a variety of industries and regions.
Learning outcomes for this course, upon successful completion, include being able to:
1) develop an understanding of the roles played by nonprofit organizations and explore their current and potential impact on society in different national and cultural settings; 2) explore management concepts, practices, and tools for nonprofit organizations; and 3) question and analyze governance and management strategies in the third sector in light of calls for accountability, transparency, effectiveness and impact.

22/08 - 26/08 2016  Orientation week for the new students