

**Aalto University School of Business  
Mikkeli Campus**

**Bachelor´s Program in International Business  
(BScBA Program)**

**Curriculum for the academic years  
2018-2019 and  
2019-2020 (for required courses)**

**Including:  
Contents of the Curriculum  
Course Codes and Names  
Course Credits  
Instructor  
Course Descriptions  
Course Learning Outcomes**

**The credits follow the ECTS system.**

# Contents of the Curriculum

The curriculum planning process of all Aalto University programs and information on this document follows the instructions in *Aalto University Policies on Curriculum Design for 2018–19 and 2019–20*.

The curriculum comprises a confirmed overall description of the learning objectives (learning outcomes) of a degree program, the goals and contents of study modules, the offering of courses and the organisation of teaching within a given period of time. (Aalto University General Regulations on Teaching and Studying, Section 2). The curriculum design shall follow the Aalto University strategy, the strategic action plans of the Aalto schools and the university's curriculum policies. Curriculum design is based on the feedback received on courses and programs (course feedback, feedback from graduating students, the report on the student well-being survey, and the program director's report).

## 1. Information on the Bachelor's Program in International Business

### **The name of the program:**

Bachelor's Program in International Business/International Business -kandidaattiohjelman

**The scope of studies:** International Business

**The language of the degree:** English

**The degree of the program:** Bachelor of Science in Economics and Business Administration

**The director of the degree program:** Joan Löfgren

### Learning goals and objectives of the program

#### **Degree Goal 1: Business knowledge**

By graduation our students will demonstrate knowledge of the fundamentals of economics and business administration, very good knowledge of the area of specialization, and good knowledge of the minor subject or corresponding study entities included in the degree.

##### **Program Learning Objectives**

By graduation our students will demonstrate knowledge and understanding of:

- the basic concepts, principles and techniques of accounting, business law, corporate communication, economics, finance, management, marketing, and operations management;
- essential theories, concepts and principles in the field of international business and be able to apply them to business cases.

#### **Degree Goal 2: Problem-solving skills**

By graduation our students will demonstrate analysis and problem-solving skills.

##### **Program Learning Objectives**

By graduation our students will be able to:

- identify, analyze and solve international business problems;
- analyze critically the economic, cultural, institutional and technological environment of international organizations in order to develop strategies and professional practices for them;
- engage in innovative and entrepreneurial activities.

#### **Degree Goal 3: Scientific thinking**

By graduation our students will demonstrate the knowledge and skills needed for scientific thinking and the use of scientific methods in Economics and Business Administration, and knowledge and skills needed for studies leading to a higher university degree and for continuous learning.

##### **Program Learning Objective**

By graduation our students will be able to understand key research approaches and methods and use them in the study of international business.

#### **Degree Goal 4: Ethics, sustainability, internationality**

By graduation, our students will demonstrate an ability to address ethics, sustainability and the international context of business.

##### **Program Learning Objectives**

By graduation our students will be able to:

- identify and analyze ethical, social, and environmental issues in the field of international business;
- apply knowledge of cultural values to the evaluation and implementation of alternative management practices.

### **Degree Goal 5: Communication and Team-working Skills**

By graduation, our students will demonstrate good communication, language and team-working skills.

#### **Program Learning Objectives**

By graduation our students will be able to:

- demonstrate good communication skills in English in diverse contexts;
- demonstrate
  - effective communication skills in both the national languages, Finnish and Swedish (required of those who have finished their upper secondary education in Finland in Finnish or Swedish); or
  - basic knowledge of the Finnish language and culture (required of those who do not fulfill the criteria mentioned above).
- demonstrate communication skills in at least one more foreign language in addition to English;
- work collaboratively in multicultural teams to address business problems.

### The structure of the programme

See page 6.

### The normative timetable for completing the degree studies

The Bachelor's degree (180 cr) in the Mikkeli Program is normally completed in three years including the mandatory study abroad period for one semester.

## **2. Information on the Minor Studies in International Business**

BIZM0310 Minor Studies in International Business (24 cr)

- Offered at Aalto University School of Business Mikkeli Campus, Bachelor's Program in International Business
- Designed for students from other programs in the School of Business and other Schools of Aalto University

### **Goals of the Mikkeli IB Minor**

The Aalto University School of Business Bachelor's Program in International Business at the Mikkeli Campus (Aalto Mikkeli) prepares students to meet the demands of business in the global marketplace and advanced study. Offering the program entirely in English, the curriculum facilitates individual and collaborative learning in a multicultural context, while ensuring basic literacy in the field of international business.

Upon completion of the minor, students will have the following competences — they will be able to:

1. understand the key theories and concepts of international business and link them to their major fields of study and expertise;
2. analyze the political, legal, economic, and cultural environment of international companies and other organizations;
3. work effectively in international business, for example: recognizing international business opportunities; managing internationalization and international market development; and dealing with diverse cultural contexts; and
4. engage in an international learning community by developing presentation, communication and teamwork skills.

## Courses required for the Minor Studies in International Business (24 cr):

### 1. One basic course in the field of business (6 cr)

The student must have completed one Bachelor's level basic course in the field of business before attending the other courses for the IB Minor in Mikkeli. The student can also complete the basic course in Mikkeli. The basic course should support the other studies completed for the IB Minor. The course can be for example one of the following basic courses:

- Introduction to Management, 6 cr
- Introduction to Marketing, 6 cr
- Operations Management, 6 cr
- Principles of Finance, 6 cr

### 2. The student must also complete three courses (18 cr) from the list of the elective courses in International Business offered in Mikkeli during the academic year in question

## 3. Information on courses

Basic information, course descriptions and the learning outcomes are confirmed in the curriculum for each course. This information is intended to be a fixed part of the curriculum and is therefore not meant to be changed for as long as the curriculum remains in force. Any desired change in the basic information requires discussions and justifications at the programme level when the next curriculum is being prepared.

As course descriptions concern the implementation of teaching and are also used by students for planning their studies, such information should also remain unchanged during the curriculum's period of validity.

Improvements in teaching and in course implementation should be continual and goal-oriented. Course description information entered into the curriculum should therefore be left sufficiently open-ended.

## GENERAL INFORMATION ON COURSES OFFERED IN THE BScBA PROGRAM

Field	Explanation
<b>Code</b>	The course code is composed of the following: ABBREVIATION – LETTER – SERIES NUMBER; Example: MLI26C001 Global Business Environment The letter indicates the status and level of the course as follows: A = core studies, bachelor's level C = intermediate studies, bachelor's level
<b>Status of the course</b>	The table Degree Requirements on page 6 gives information on which courses are compulsory, alternative or elective.
<b>Level of the course</b>	All courses are at the Bachelor's level.
<b>CEFR level</b>	Applies only to language courses and is marked with the course descriptions.
<b>Language of instruction and language of study attainment</b>	All other the courses than language courses are taught in English. The language of the study attainments for each course follow the same principle.
<b>Grading scale</b>	Courses are evaluated on a scale of 0 to 5 or in some cases pass/fail. The oral and written tests of the second national language of Finland are graded <i>tt</i> (Satisfactory), <i>ht</i> (Good) or <i>hylätty</i> (Fail).
<b>Teaching period</b>	Teaching periods can be seen from the table on page 7.
<b>Teacher-in-Charge (instructor)</b>	The Bachelor's Program in International Business at the Mikkeli Campus is carried out using primarily visiting instructors. The instructor is responsible for grading student work in the course and organising it in accordance with the curriculum and academic timetable and in consultation with the Program Director. The instructors participate in preparing the curriculum, but the process is coordinated by the Program Director and the Manager of Academic Operations in consultation with the Program Committee. The School of Business Committee on Academic Affairs approves the curriculum. Individual instructors are responsible for ensuring both that the course implementation promotes the intended learning outcomes and that the credits awarded correspond to the workload. However, the Program Director also reviews all syllabi before the start of the

	courses as a quality check on the implementation. After the course, the Program Quality Committee reviews all feedback and agrees on follow-up steps, usually by the Program Director and instructor concerned. Finally, the Program Committee reviews course feedback for the previous year in its fall meeting.																								
<b>Prerequisites</b>	If needed, listed with the course description.																								
<b>Course homepage</b>	Created automatically on the MyCourses system.																								
<b>Workload (by course implementation)</b>	Attendance to courses is mandatory. 6 cr courses: 45 contact hours + other work (average student workload 160 hrs) 1-3 cr courses: workload adjusted to cover the average student workload per credit The calculation of workload is given in more detail in each course syllabus.																								
<b>Assessment methods and criteria</b>	<p>The teaching and study methods used are to support the student to achieve the learning outcomes. Student learning is supported by having a diverse range of teaching and study methods available, and this adds variety to the studying.</p> <p>The purpose of assessment is to measure how well students have achieved the learning outcomes. Concrete and evaluative (measurable) learning outcomes facilitate grading and assessment.</p> <p>Descriptions of a specific implementation of a course is described in detail in each course syllabus. The distribution of student workload (see a typical example below) and the main assessment criteria (e.g. examinations 60%, project work 30% and report 10%) may also vary between different implementations of the same course.</p> <table border="0"> <thead> <tr> <th><u>ECTS Student Workload</u></th> <th><u>Number of working hours</u></th> <th></th> </tr> </thead> <tbody> <tr> <td><b>Classroom contact hours</b></td> <td></td> <td><b>45</b></td> </tr> <tr> <td><b>Out-of-class hours</b></td> <td></td> <td><b>115</b></td> </tr> <tr> <td>- Work with course materials, eg required reading</td> <td>50</td> <td></td> </tr> <tr> <td>- Exam preparation</td> <td>25</td> <td></td> </tr> <tr> <td>- Individual research &amp; writing</td> <td>25</td> <td></td> </tr> <tr> <td>- Team projects (meetings, research, preparation, etc.)</td> <td>15</td> <td></td> </tr> <tr> <td><b>Total student workload hours</b></td> <td></td> <td><b>160</b></td> </tr> </tbody> </table>	<u>ECTS Student Workload</u>	<u>Number of working hours</u>		<b>Classroom contact hours</b>		<b>45</b>	<b>Out-of-class hours</b>		<b>115</b>	- Work with course materials, eg required reading	50		- Exam preparation	25		- Individual research & writing	25		- Team projects (meetings, research, preparation, etc.)	15		<b>Total student workload hours</b>		<b>160</b>
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<b>Study materials</b>	Information on the study materials is available in each course syllabus.																								
<b>Registration for courses</b>	Registration is done via Mikkeli study office with the study plan process. The order in which students are admitted to courses: <ul style="list-style-type: none"> <li>- degree students who should complete the course during the current year</li> <li>- degree students who are missing the course from the previous year</li> <li>- exchange students</li> <li>- open university students and IB Minor students</li> <li>- degree students who would like to redo the course</li> </ul>																								

## COURSE SYLLABUS

A syllabus is prepared by the instructor for every course and published on MyCourses no later than three weeks before the course begins. The course syllabus must be consistent with the information given in the curriculum. The syllabus describes the implementation of the course in detail including the following information:

- Course Title and Code
- Instructor
- Office Hours
- Course Description and Learning Outcomes
- Required Reading
- Course Schedule (content of the sessions + daily assignments)
- Grading Principles (including weights of different assessment methods)
- ECTS Student Workload (distribution of student workload hours)
- Academic Policy Statements
  - Textbook Policy
  - Class Attendance and Participation
  - Codes of Conduct
- Faculty Profile
- Additional Information

## The structure of the Bachelor's Program in International Business, Mikkeli Campus (DR2013, 180 credits)

<b>Courses</b>	<b>Number of credits</b>	
<b>Required Core Courses</b>		
Orientation to University Studies	1	
Corporate Responsibility and Ethics	3	
Critical Thinking	2	
Business Mathematics with Excel Applications	6	
Introduction to Management	6	
Communication and Project Management*	3	
Finnish Business Communication <u>or</u> Finnish for Foreigners**	3	
Principles of Economics	6	
Principles of Accounting	6	
Operations Management	6	
Introduction to Marketing	6	
Principles of Finance	6	
Introduction to Business Law	6	<b>60</b>
<b>Methodological Studies</b>		
Introduction to Statistics	6	
Research Methods in International Business	6	<b>12</b>
<b>Courses in Major</b>		
Global Business Environment	6	
Intercultural Management	6	
Elective Courses in International Business***	12	
Capstone Course	6	
Bachelor's Thesis	10	
Bachelor's Thesis Seminar	2	
Maturity Test	0	<b>42</b>
<b>Minor Subject Studies</b>		
Study abroad period****		<b>30</b>
<b>Language and Communication Courses</b>		
<b>English</b>		
Business Communication	3	
Academic Writing	6	
<b>Other Foreign Language Courses</b>		
Spanish, French, German or other foreign language	6	
Swedish Business Communication*****	3	<b>18</b>
<b>Elective Studies</b>		
different options*****		<b>18</b>
<b>Total Credits</b>		<b>180</b>

\* Replaces the required course Introduction to Corporate Communication (3 cr).

\*\* 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 complete 12 cr of electives in International Business offered in the BScBA Program.

\*\*\*\* 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 BScBA program
- elective courses offered by the Mikkeli BScBA program

<b>BScBA CURRICULUM 2018-2019 (and 2019-2020 for required courses) <sup>1</sup></b>			
<b>MODULE</b>	<b>REQUIRED COURSES (BScBA18, 1st year)</b>	<b>REQUIRED COURSES (BScBA17, 2nd year)</b>	<b>ELECTIVE COURSES</b>
<b>2018</b>			
<b>1</b> 3/9-21/9	<b>GLOBAL BUSINESS ENVIRONMENT (A&amp;B)</b> Lofgren Joan ORIENTATION TO UNIVERSITY STUDIES begins (A&B), 1 cr Lofgren Joan	<b>INTERCULTURAL MANAGEMENT (A&amp;B; group 1)</b> Mironski Jacek PRINCIPLES OF FINANCE (A&B; group 1) Wehrly Eric	<b>COMPARATIVE CONSUMER BEHAVIOR</b> Shukla Paurav <b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b> Warhurst Russell
<b>2</b> 24/9-12/10	<b>BUSINESS MATHEMATICS WITH EXCEL APPLICATIONS (A)</b> Stepanov Roman <b>INTRODUCTION TO MANAGEMENT (B)</b> Burness Ian	<b>INTERCULTURAL MANAGEMENT (A&amp;B; group 2)</b> Peltier Josiane PRINCIPLES OF FINANCE (A&B; group 2) Mitenko Graham	<b>MANAGERIAL ACCOUNTING FOR GLOBAL BUSINESS</b> Edwards Barbara <b>COMPETING WITH EAST ASIAN FIRMS</b> Kotabe Masaaki
<b>3</b> 15/10-2/11	<b>INTRODUCTION TO MANAGEMENT (A)</b> Leigh Elysabeth <b>BUSINESS MATHEMATICS WITH EXCEL APPLICATIONS (B)</b> West Eric	<b>INTERCULTURAL MANAGEMENT (A&amp;B; group 3)</b> Gowan Mary PRINCIPLES OF FINANCE (A&B; group 3) Henebry Kathleen	<b>GLOBAL GAME INDUSTRY</b> Lehtonen Miikka <b>CORPORATE GOVERNANCE</b> Hearn Bruce
<b>4</b> 5/11-23/11	<b>Academic Writing (A, 2 groups)</b> Pittman Beryl (group 1), Butt Sophia (group 2) <b>INTRODUCTION TO STATISTICS (B)</b> Creutzberg Alexander	<b>RESEARCH METHODS IN INTERNATIONAL BUSINESS (A)</b> Kappen Philip <b>INTRODUCTION TO BUSINESS LAW (B)</b> Kamarul-Baharin Ross	<b>INNOVATION MANAGEMENT IN THE GLOBAL ECONOMY</b> Dellestrand Henrik <b>GLOBAL SUPPLY NETWORKS</b> Silvestre Bruno
<b>5</b> 26/11-14/12	<b>CRITICAL THINKING begins (A&amp;B; modules 5-6), 2 cr</b> Fodness Dale <b>INTRODUCTION TO STATISTICS (A)</b> Beldona Sri <b>Academic Writing (B; 2 groups)</b> Pittman Beryl (group 1), Mirjalisa Charles (group 2)	<b>INTRODUCTION TO BUSINESS LAW (A)</b> Kamarul-Baharin Ross  <b>RESEARCH METHODS IN INTERNATIONAL BUSINESS (B)</b> Altobello Suzanne	<b>INTERNATIONAL MARKETING</b> Carvalho Sergio
<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2019</b>
<b>6</b> 7/1-25/1	<b>Business Communication (A), 3 cr (7/1-16/1)</b> Kukkonen Sarri <b>COMMUNICATION AND PROJECT MANAGEMENT (A), 3 cr (17/1-25/1)</b> Simek Patrick <b>PRINCIPLES OF ECONOMICS (B)</b> Beck Jason		<b>INVESTMENTS AND PORTFOLIO MANAGEMENT</b> Ramirez Andres <b>BRAND MANAGEMENT</b> Mota Marcio <b>INTERNATIONAL ORGANIZATIONAL BEHAVIOR</b> Benson Philip
<b>7</b> 28/1-15/2	<b>PRINCIPLES OF ECONOMICS (A)</b> Pavlov Oleg <b>COMMUNICATION AND PROJECT MANAGEMENT (B), 3 cr (28/1-5/2)</b> Simek Patrick <b>Business Communication (B), 3 cr (6/2-15/2)</b> Uusi-Rauva Christa	<b>BACHELOR'S THESIS (A &amp; B)</b> Lofgren Joan	<b>BUSINESS CONSULTING IN THE GLOBAL ECONOMY</b> Birdthistle Naomi
<b>8</b> 18/2-8/3	<b>PRINCIPLES OF ACCOUNTING (A)</b> Reddic Willie  <b>PRINCIPLES OF ACCOUNTING (B)</b> Lin Hui		<b>CORPORATE FINANCE</b> Stepanov Roman <b>DIGITAL MARKETING STRATEGIES</b> Fodness Dale <b>LEADERSHIP</b> Leigh Elysabeth
<b>9</b> 11/3-29/3	<b>Swedish Business Communication, 3 cr (A&amp;B)</b> Hirvonen Anna-Elina and Airio Hannele  <b>FINNISH FOR FOREIGNERS begins (A&amp;B; cont. in mod 11), 3 cr</b> Isokääntä Tarja		<b>INTERMEDIATE MICROECONOMICS</b> Decker Christopher <b>ENTREPRENEURSHIP IN THE GLOBAL ECONOMY</b> Vanevenhoven Jeff <b>DESTINATION MARKETING</b> Fodness Dale
<b>1/4-5/4</b>	<b>BREAK WEEK</b>		
<b>10</b> 8/4-26/4	<b>INTRODUCTION TO MARKETING (A)</b> Shukla Paurav <b>OPERATIONS MANAGEMENT (B)</b> Silvestre Bruno	<b>CAPSTONE COURSE (A&amp;B)</b> Lofgren Joan, Kraft John and McIntire Kevin  <b>BACHELOR'S THESIS SEMINAR (A &amp; B)</b>	<b>INTERNATIONAL BUSINESS STRATEGY</b> Dellestrand Henrik
<b>11</b> 29/4-17/5	<b>FINNISH BUSINESS COMMUNICATION (A&amp;B; 29/4-10/5), 3 cr</b> Huovinen Annamari <b>FINNISH FOR FOREIGNERS cont. (A&amp;B; cont. from mod 9; 29/4-10/5), 3 cr</b> Isokääntä Tarja <b>CORPORATE RESPONSIBILITY AND ETHICS, 3 cr (A; 13/5-17/5)</b> Killian Sheila <b>CORPORATE RESPONSIBILITY AND ETHICS, 3 cr (B; 13/5-17/5)</b> Parkes Carole		<b>FINANCIAL ACCOUNTING FOR GLOBAL BUSINESS</b> Edwards Barbara  <b>GENDER AND COMMUNICATION IN THE INTERNATIONAL WORKPLACE</b> Peltier Josiane
<b>12</b> 20/5-7/6	<b>OPERATIONS MANAGEMENT (A)</b> Jiang Bin <b>INTRODUCTION TO MARKETING (B)</b> Zdravkovic Srdan		<b>SOCIAL MEDIA ANALYTICS</b> Altobello Suzanne <b>INTERMEDIATE MACROECONOMICS</b> Subhadra Ganguli
<b>13</b> 10/6-28/6	<b>Basics in Business French 1</b> Peltier Josiane <b>Basics in Business Spanish 1</b> Monterde Rey Ana Maria <b>Basics in Business German 1</b> Zinn Gesa		<b>CONSUMER CULTURE</b> Patterson Maurice <b>MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS</b> Michael Lapke
<b>14</b> 1/7-19/7	<b>Basics in Business French 2</b> Peltier Josiane <b>Basics in Business Spanish 2</b> Monterde Rey Ana Maria <b>Basics in Business German 2</b> Zinn Gesa		<b>BUSINESS AND MANAGEMENT OF DIGITAL MEDIA PRODUCTION</b> Greene Rustin <b>ENVIRONMENTAL ECONOMICS</b> Buckley Rita
<b>22/7-26/7</b>	<b>BREAK WEEK</b>		
<b>15</b> 29/7-16/8	<b>French Business Communication 1a + 1b</b> Peltier Josiane <b>German Business Communication 1a + 1b</b> Schulze Hans-Joachim		<b>NONPROFIT MANAGEMENT</b> Mironska Dominika <b>INTERNATIONAL BUSINESS TO BUSINESS MARKETING</b> Sengupta Sanjit
<b>19/8-23/8</b>	<b>BREAK WEEK</b>		
<b>26/8-30/8</b>	<b>ORIENTATION WEEK FOR THE NEW STUDENTS</b>		
1 The types of the courses are marked with following fonts: <b>REQUIRED CORE COURSES</b> <b>COURSES IN MAJOR AND METHODOLOGICAL STUDIES</b> Language and communication courses			

## MODULE 1 03/09 - 21/09 2018

<b>MLI26C001</b>	<b>GLOBAL BUSINESS ENVIRONMENT</b>	<b>6 cr</b>
<b>Instructor:</b>	Joan Lofgren	
<b>Degree:</b>	Ph.D. (Columbia University, USA)	
<b>Title and affiliation:</b>	Program Director, School of Business, Aalto University, Mikkeli (Finland)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI20A013</b>	<b>ORIENTATION TO UNIVERSITY STUDIES begins</b> (during modules 1-3)	<b>1 cr</b>
<b>Coordinator:</b>	Joan Lofgren	
<b>Degree:</b>	Ph.D. (Columbia University, USA)	
<b>Title and affiliation:</b>	Program Director, School of Business, Aalto University, Mikkeli (Finland)	
<b>Course description</b>		
This course is designed to support students in planning and carrying out their studies. Students participate in an orientation to the program, which includes information on the personal study plans and the program's academic policies and practices. In addition, students are required to demonstrate a sufficient level of IT skills to manage their studies by passing computer applications tests. Finally, students are expected to develop their self-management in studies by participating in a stress and time management workshop.		
<b>Learning outcomes</b> 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) demonstrate a minimum IT skill level needed for university studies (including the use of the Word suite of applications, PowerPoint and Excel), and 3) increase awareness of stress and time management challenges in studies and ways of dealing with them.		
<b>MLI26C664</b>	<b>INTERCULTURAL MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor:</b>	Jacek Mironski	
<b>Degree:</b>	Ph.D. (The Warsaw School of Economics, Poland)	
<b>Title and affiliation:</b>	Professor in the International Management and Marketing Institute, The Warsaw School of Economics (Poland)	
<b>Course description</b>		
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 intercultural management, culture's influence on conducting global business, managing the global workforce, building trust across cultures, cross-cultural negotiation, global leadership and ethics across borders.		
<b>Learning outcomes</b> 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 the theory and practice of conflict resolution across cultures, 6) develop strategies for collaboration across cultures, and 7) manage the communication of multicultural teams.		



## MODULE 1 03/09 - 21/09 2018

<b>MLI28A020</b>	<b>PRINCIPLES OF FINANCE</b>	<b>6 cr</b>
<b>Instructor:</b> NEW	Eric Wehrly	
<b>Degree:</b>	Ph.D. (University of Washington, USA)	
<b>Title and affiliation:</b>	Assistant Professor, Western Washington University (USA)	
<b>Course description</b>		
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 equity valuation.		
<b>Learning outcomes</b> 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.		

<b>MLI26C662</b>	<b>COMPARATIVE CONSUMER BEHAVIOR</b>	<b>6 cr</b>
<b>Instructor:</b>	Paurav Shukla	
<b>Degree:</b>	Ph.D. (North Gujarat University, India)	
<b>Title and affiliation:</b>	Professor of Marketing, University of Essex (UK)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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      03/09 - 21/09 2018**

<b>MLI26C651</b>	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor:</b>	Russell Warhurst	
<b>Degree:</b>	Doctorate of Education (Leeds Metropolitan University, UK)	
<b>Title and affiliation:</b>	Associate Professor, University of Northumbria (UK)	
<b>Course description</b>	<p>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 critically 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.</p>	
<b>Learning outcomes</b>	<p>for this course, upon successful completion, include the ability to:</p> <ol style="list-style-type: none"><li>1) understand HR concepts and activities in an international environment,</li><li>2) develop the management capabilities required to acquire, select, maintain, and grow an international workforce,</li><li>3) learn how to design jobs and assess talent for high performance working in diverse enterprises,</li><li>4) create processes to evaluate employee performance and to grow superior workforce talent,</li><li>5) manage approaches designed to motivate staff through involvement and participation to perform exceptionally,</li><li>6) develop management skills for ethical effectiveness in multicultural environments.</li></ol>	

## MODULE 2 24/09 - 12/10 2018

<b>MLI34A040</b>	<b>BUSINESS MATHEMATICS WITH EXCEL APPLICATIONS</b>	<b>6 cr</b>
<b>Instructor:</b>	Roman Stepanov	
<b>Degree:</b>	Ph.D. (University of Northumbria at Newcastle, UK)	
<b>Title and affiliation:</b>	Senior Lecturer, University of Northumbria at Newcastle (UK)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI21A030</b>	<b>INTRODUCTION TO MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor: NEW</b>	Ian Burness	
<b>Degree:</b>	MBus (RMIT University, Australia)	
<b>Title and affiliation:</b>	Lecturer, Swinburne University (Australia)	
<b>Course description</b>		
This course requires students to demonstrate in practice an understanding of four commonly stated functions of management: planning, organizing, leading and controlling. It provides a basic introduction to concepts, theories and practices relevant to the exercise of management in contemporary organizations. Students are expected to read widely from academic literature provided in the course about management concepts and models and demonstrate their ability to apply concepts and models to enact choices about actions and make sense of the consequences of those actions.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) describe and apply fundamental concepts and theories in contemporary management, 2) distinguish in practice different decision-making processes, and management and leadership styles, and evaluate their effectiveness in various contexts, 3) analyze the importance of good communication for successful management practice, explain the effectiveness of communication acts and identify ways to improve communication effectiveness, 4) use theories of motivation to account for one's own and others' behavior in management contexts, 5) identify how creativity and innovation can be used to improve an organizational process or product, and 6) demonstrate ethical and socially responsible decision-making and management practice.		
<b>MLI26C664</b>	<b>INTERCULTURAL MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor:</b>	Josiane Peltier	
<b>Degree:</b>	Ph.D. (The University of Iowa, USA)	
<b>Title and affiliation:</b>	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
<b>Course description</b>		
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 intercultural management, culture's influence on conducting global business, managing the global workforce, building trust across cultures, cross-cultural negotiation, global leadership and ethics across borders.		
<b>Learning outcomes</b> 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 the theory and practice of conflict resolution across cultures, 6) develop strategies for collaboration across cultures, and 7) manage the communication of multicultural teams.		

## MODULE 2 24/09 - 12/10 2018

<b>MLI28A020</b>	<b>PRINCIPLES OF FINANCE</b>	<b>6 cr</b>
<b>Instructor:</b>	Graham Mitenko	
<b>Degree:</b>	Ph.D. (The University of Memphis, USA)	
<b>Title and affiliation:</b>	Associate Professor, University of Nebraska at Omaha (USA)	
<b>Course description</b>	<p>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 equity valuation.</p>	
<b>Learning outcomes</b>	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.	
<b>MLI26C726</b>	<b>MANAGERIAL ACCOUNTING FOR GLOBAL BUSINESS</b>	<b>6 cr</b>
<b>Instructor:</b>	Barbara Edwards	
<b>Degree:</b>	Ed.D. (Simon Fraser University, Canada)	
<b>Title and affiliation:</b>	Senior Lecturer, Simon Fraser University (Canada)	
<b>Prerequisites:</b>	basic course in accounting	
<b>Course description</b>	<p>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.</p>	
<b>Learning outcomes</b>	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.	
<b>MLI26C200</b>	<b>COMPETING WITH EAST ASIAN FIRMS</b>	<b>6 cr</b>
<b>Instructor:</b>	Masaaki Kotabe	
<b>Degree:</b>	Ph.D. (Michigan State University, USA)	
<b>Title and affiliation:</b>	The Washburn Chair Professor of International Business and Marketing, Temple University (USA)	
<b>Course description</b>	<p>This course challenges students to think critically about East Asian business, particularly Japanese, Korean, and Chinese. The pendulum of technological strengths has shifted dramatically to those East Asian countries, resulting in formidable competition originating from firms in the region. Increased opportunities have also emerged, however, for firms from the U.S. and Europe to take advantage of Asian technologies to complement their capabilities in exploring global market opportunities. First, a macro overview will be provided of East Asian business characteristics and the similarities and dissimilarities among Japanese, Korean and Chinese businesses will be examined. Second, the course will address macro-issues including economy, government industrial policy, and inter-firm relationships in these countries. Third, the course will include a review of the management, marketing, and product development practices in the region.</p>	
<b>Learning outcomes</b>	for this course, upon successful completion, include the ability to:	
	1) analyze the competitiveness of East Asian businesses, particularly those in Japan, Korea and China, 2) examine the challenges and opportunities in competing and cooperating with them, and 3) trace key differences among business practices in the region.	

## MODULE 3 15/10 - 02/11 2018

<b>MLI21A030</b>	<b>INTRODUCTION TO MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor:</b>	Elyssebeth Leigh	
<b>Degree:</b>	Ed.D. (University of Technology, Sydney, Australia)	
<b>Title and affiliation:</b>	Lecturer, University of Technology, Sydney (Australia)	
<b>Course description</b>		
This course requires students to demonstrate in practice an understanding of four commonly stated functions of management: planning, organizing, leading and controlling. It provides a basic introduction to concepts, theories and practices relevant to the exercise of management in contemporary organizations. Students are expected to read widely from academic literature provided in the course about management concepts and models and demonstrate their ability to apply concepts and models to enact choices about actions and make sense of the consequences of those actions.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) describe and apply fundamental concepts and theories in contemporary management, 2) distinguish in practice different decision-making processes, and management and leadership styles, and evaluate their effectiveness in various contexts, 3) analyze the importance of good communication for successful management practice, explain the effectiveness of communication acts and identify ways to improve communication effectiveness, 4) use theories of motivation to account for one's own and others' behavior in management contexts, 5) identify how creativity and innovation can be used to improve an organizational process or product, and 6) demonstrate ethical and socially responsible decision-making and management practice.		

<b>MLI34A040</b>	<b>BUSINESS MATHEMATICS WITH EXCEL APPLICATIONS</b>	<b>6 cr</b>
<b>Instructor:</b>	Eric West	
<b>Degree:</b>	Ph.D. (Iowa State University of Science and Technology, USA)	
<b>Title and affiliation:</b>	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		

<b>MLI26C664</b>	<b>INTERCULTURAL MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor: NEW</b>	Mary Gowan	
<b>Degree:</b>	Ph.D. (University of Georgia, USA)	
<b>Title and affiliation:</b>	Professor, James Madison University (USA)	
<b>Course description</b>		
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 intercultural management, culture's influence on conducting global business, managing the global workforce, building trust across cultures, cross-cultural negotiation, global leadership and ethics across borders.		
<b>Learning outcomes</b> 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 the theory and practice of conflict resolution across cultures, 6) develop strategies for collaboration across cultures, and 7) manage the communication of multicultural teams.		

## MODULE 3 15/10 - 02/11 2018

<b>MLI28A020</b>	<b>PRINCIPLES OF FINANCE</b>	<b>6 cr</b>
<b>Instructor:</b>	Kathleen Henebry	
<b>Degree:</b>	Ph.D. (University of Illinois Urbana-Champaign, USA)	
<b>Title and affiliation:</b>	Associate Professor, University of Nebraska at Omaha (USA)	
<b>Course description</b>		
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 equity valuation.		
<b>Learning outcomes</b> 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.		

<b>MLI26C738</b>	<b>GLOBAL GAME INDUSTRY</b>	<b>6 cr</b>
<b>Instructor: NEW</b>	Miikka Lehtonen	
<b>Degree:</b>	D.Sc. (Aalto University School of Business, Finland)	
<b>Title and affiliation:</b>	Visiting Assistant Professor, Aalto University (Finland)	
<b>Course description</b>		
Since the beginning of the 21st century, the game industry has grown rapidly, surpassing the film and music industries in global revenue. Located at the intersection of technological innovation and artistic creativity, the game industry is constantly renewing itself and pushing forward existing business models. With the proliferation of Internet and digital distribution, the game industry is truly global, innovative and digital, providing a rich context for revisiting international business studies. This course will address various issues that are central to managing successfully a gaming firm, such as: business model and business development strategy; fundamentals of monetization and analytics of games, user acquisition approaches and marketing; localization and global expansion as well as ethical game design.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) gain an up-to-date overview of the dynamics and trends of the game industry, its historical origins and future directions, 2) understand managerial practices in game companies and analyze specific matters associated with global games distribution, 3) evaluate game company internationalization strategies through platforms, 4) analyze game design and customer service from an ethical point of view, and design alternative, improved solutions based on this, and 5) experiment, through prototyping, with how gameful elements can be integrated across different organizational functions and industries.		

## MODULE 3 15/10 - 02/11 2018

<b>MLI26C201</b>	<b>CORPORATE GOVERNANCE</b>	<b>6 cr</b>
<b>Instructor:</b>	Bruce Hearn	
<b>Degree:</b>	Ph.D. (Kings College London, University of London, UK)	
<b>Title and affiliation:</b>	Senior Lecturer in Finance, University of Sussex (UK)	
<b>Course description</b>		
<p>Corporate governance is the system of rules, practices and processes by which a company is directed and controlled. Corporate governance essentially involves balancing the interests of a company's many stakeholders, such as shareholders, management, customers, suppliers, financiers, government and the community. In an international context, these can be very different entities and governed by equally different cultural frameworks. This makes consideration of international comparative governance an important topic. Since corporate governance also provides the framework for attaining a company's objectives, it encompasses practically every sphere of management, from action plans and internal controls to performance measurement and corporate disclosure. National legal and political systems and associated institutional frameworks also impact on corporate governance, and closely associated financing arrangements. Financing arrangements also exert influence over a firm's governance arrangements.</p>		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
<p>1) understand how legal and political systems and institutional frameworks shape corporate governance nationally, 2) trace the effects of corporate governance on financing decisions, 3) analyse the decisions facing firms over optimal structure of executive compensation, 4) understand how boards of directors are structured and the roles and fiduciary duties of different types of directors, 5) gain insight and competency in terms of learning lessons from major governance failures over the last 2-3 decades.</p>		

## MODULE 4 05/11 - 23/11 2018

<b>MLI61C630</b>	<b>ACADEMIC WRITING (A, group 1)</b>	<b>6 cr</b>
<b>Instructor:</b>	Beryl Pittman	
<b>Degree:</b>	MA (North Carolina State University, Raleigh, USA)	
<b>Title and affiliation:</b>	Senior Lecturer, North Carolina State University, Raleigh (USA)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI61C630</b>	<b>ACADEMIC WRITING (A, group 2)</b>	<b>6 cr</b>
<b>Instructor:</b>	Sophia Butt	
<b>Degree:</b>	MA (University of Birmingham, UK)	
<b>Title and affiliation:</b>	International ESOL Examiner & UK Government SELT Examiner, Trinity College London (UK)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI36A020</b>	<b>INTRODUCTION TO STATISTICS</b>	<b>6 cr</b>
<b>Instructor:</b>	Alexander Creutzberg	
<b>Degree:</b>	Drs. Economie (Vrije Universiteit, Netherlands)	
<b>Title and affiliation:</b>	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
<b>Course description</b>		
In this course, the student is introduced to the subject of business statistics to explore quantitative analyses in business, the basic procedures in problem solving, and the sources and types of data used by business firms. Basic statistical analysis will be used by the student to summarize and describe numeric data and to perform inferential statistical analysis to test hypotheses. Emphasis will be placed on learning how to select the appropriate tool to solve problems associated with statistical uncertainty.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) know and select a tool or measure appropriate to the task and to the measurement nature of the variables, 2) use basic descriptive statistics of central tendency and cross-tabulation to summarize data, 3) learn how to visually present data, such as graphing, table construction, and decision trees, 4) understand populations and sample sizes and their effect on statistical results, 5) use statistical estimation, correlation, and classical statistical tests for simple and multiple regression analyses, 6) understand the use of inferential statistics as a method of decision-making when faced with uncertainty, 7) apply hypothesis testing with confidence intervals for categorical and continuous variables, and 8) use data analysis software, such as the Excel data analysis tool pack, to analyze data and present visualizations of it.		



## MODULE 4 05/11 - 23/11 2018

<b>MLI26C693</b>	<b>RESEARCH METHODS IN INTERNATIONAL BUSINESS</b>	<b>6 cr</b>
<b>Instructor:</b>	Philip Kappen	
<b>Degree:</b>	Ph.D. (Uppsala University, Sweden)	
<b>Title and affiliation:</b>	Associate Professor, Uppsala University (Sweden)	
<b>Course description</b>	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, the conceptualization of research, the 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.	
<b>Learning outcomes</b>	for this course, upon successful completion, include the ability to: 1) understand the different types of behavioral research methods used in business environments, 2) apply basic quantitative and qualitative research methods to business examples, 3) state a research problem and define research objectives, 4) understand and use data analysis methods, 5) understand and use computer assisted data analysis, and 6) practice the proper reporting of research results.	
<b>MLI32A130</b>	<b>INTRODUCTION TO BUSINESS LAW</b>	<b>6 cr</b>
<b>Instructor:</b>	Ross Kamarul-Baharin	
<b>Degree:</b>	LL.M. Law (University of Helsinki, Finland)	
<b>Title and affiliation:</b>	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
<b>Course description:</b>	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.	
<b>Learning outcomes</b>	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.	
<b>MLI26C727</b>	<b>INNOVATION MANAGEMENT IN THE GLOBAL ECONOMY</b>	<b>6 cr</b>
<b>Instructor:</b>	Henrik Dellestrand	
<b>Degree:</b>	Ph.D. (Uppsala University, Sweden)	
<b>Title and affiliation:</b>	Associate Professor, Uppsala University (Sweden)	
<b>Course description:</b>	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.	
<b>Learning outcomes</b>	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.	

## MODULE 4 05/11 - 23/11 2018

<b>MLI26C715</b>	<b>GLOBAL SUPPLY NETWORKS</b>	<b>6 cr</b>
<b>Instructor:</b>	Bruno Silvestre	
<b>Degree:</b>	Ph.D. (Pontifical Catholic University of Rio de Janeiro, Brazil)	
<b>Title and affiliation:</b>	Associate Professor, University of Manitoba (Canada)	
<b>Recommended prerequisite:</b>	Basic course in Operations Management	
<b>Course description:</b>	<p>A supply network is a sequence of value-adding activities performed by firms that range from sourcing the most basic raw materials from suppliers to delivering goods/services to the final consumer, including post-sale service activities. The coordination and integration of functions across the entire network are fundamental requirements, especially in global supply networks, where complexity and uncertainty levels are much higher. Therefore, effectively managing the supply network is a central issue for all levels of management in all types of industries. As global supply networks increase their reach and complexity, the demand for professionals with the capabilities and skills to manage them will continue to increase. This course aims to engage students in this discussion and exposes them to a variety of key issues associated with the management of global supply network such as: sourcing, operations, logistics, coordination, integration, collaboration, innovation, sustainability and the strategic implications of supply network decisions.</p> <p><b>Learning outcomes</b> for this course, upon successful completion, include the ability to:</p> <ol style="list-style-type: none"><li>1) understand the concepts and characteristics of global supply networks and evaluate their key performance drivers,</li><li>2) assess the synergies and trade-offs between supply network decisions and other functions of the firm such as marketing, HR, operations, accounting and finance,</li><li>3) address the coordination challenges that exist across supply networks and the barriers to collaboration, innovation and sustainability in global supply networks, and</li><li>4) identify and evaluate improvement opportunities that exist within supply networks in different industries; and propose alternatives that address the needs of involved stakeholders.</li></ol>	

## MODULE 5 26/11 - 14/12 2018

<b>MLI20A043</b>	<b>CRITICAL THINKING begins</b> (An online course; during modules 5-6)	<b>2 cr</b>
<b>Instructor:</b>	Dale Fodness	
<b>Degree:</b>	Ph.D. (Florida State University, USA)	
<b>Title and affiliation:</b>	Associate Professor, University of Dallas (USA)	
<b>Course description</b>		
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, eg searching and reviewing academic and other literature. This course is delivered online and includes both assignments that students complete on their own schedule and assignments that require students to interact online at a specific time.		
<b>Learning outcomes</b> 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.		
<b>MLI36A020</b>	<b>INTRODUCTION TO STATISTICS</b>	<b>6 cr</b>
<b>Instructor:</b>	Sri Beldona	
<b>Degree:</b>	Ph.D. (Temple University, USA)	
<b>Title and affiliation:</b>	Professor, University of Dallas (USA)	
<b>Course description</b>		
In this course, the student is introduced to the subject of business statistics to explore quantitative analyses in business, the basic procedures in problem solving, and the sources and types of data used by business firms. Basic statistical analysis will be used by the student to summarize and describe numeric data and to perform inferential statistical analysis to test hypotheses. Emphasis will be placed on learning how to select the appropriate tool to solve problems associated with statistical uncertainty.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) know and select a tool or measure appropriate to the task and to the measurement nature of the variables, 2) use basic descriptive statistics of central tendency and cross-tabulation to summarize data, 3) learn how to visually present data, such as graphing, table construction, and decision trees, 4) understand populations and sample sizes and their effect on statistical results, 5) use statistical estimation, correlation, and classical statistical tests for simple and multiple regression analyses, 6) understand the use of inferential statistics as a method of decision-making when faced with uncertainty, 7) apply hypothesis testing with confidence intervals for categorical and continuous variables, and 8) use data analysis software, such as the Excel data analysis tool pack, to analyze data and present visualizations of it.		
<b>MLI61C630</b>	<b>ACADEMIC WRITING (B, group 1)</b>	<b>6 cr</b>
<b>Instructor:</b>	Beryl Pittman	
<b>Degree:</b>	MA (North Carolina State University, Raleigh, USA)	
<b>Title and affiliation:</b>	Senior Lecturer, North Carolina State University, Raleigh (USA)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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 26/11 - 14/12 2018

<b>MLI61C630</b>	<b>ACADEMIC WRITING (B, group 2)</b>	<b>6 cr</b>
<b>Instructor:</b>	Mirjaliisa Charles	
<b>Degree:</b>	Ph.D. (University of Birmingham, UK)	
<b>Title and affiliation:</b>	Professor Emerita, Department of Communication, Aalto University (Finland)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI32A130</b>	<b>INTRODUCTION TO BUSINESS LAW</b>	<b>6 cr</b>
<b>Instructor:</b>	Ross Kamarul-Baharin	
<b>Degree:</b>	LL.M. Law (University of Helsinki, Finland)	
<b>Title and affiliation:</b>	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
<b>Course description:</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI26C693</b>	<b>RESEARCH METHODS IN INTERNATIONAL BUSINESS</b>	<b>6 cr</b>
<b>Instructor:</b>	Suzanne Altobello	
<b>Degree:</b>	Ph.D. (University of Notre Dame, USA)	
<b>Title and affiliation:</b>	Associate Professor, University of North Carolina at Pembroke (USA)	
<b>Course description</b>		
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, the conceptualization of research, the 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.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) understand the different types of behavioral research methods used in business environments, 2) apply basic quantitative and qualitative research methods to business examples, 3) state a research problem and define research objectives, 4) understand and use data analysis methods, 5) understand and use computer assisted data analysis, and 6) practice the proper reporting of research results.		

**MODULE 5    26/11 - 14/12 2018**

<b>MLI26C010</b>	<b>INTERNATIONAL MARKETING</b>	<b>6 cr</b>
<b>Instructor:</b>	Sergio Carvalho	
<b>Degree:</b>	Ph.D. (Baruch College, CUNY, USA)	
<b>Title and affiliation:</b>	Professor, Dalhousie University (Canada)	
<b>Course description</b>	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.	
<b>Learning outcomes</b>	for this course, upon successful completion, include the ability to:	
	1) know and understand fundamental concepts of international marketing, 2) know and understand diverse methods and practices of international marketing, 3) assess import and export marketing strategies, 4) perform competitive analyses of international markets, 5) develop and assess comprehensive international marketing plans, 6) understand ethical and cultural dimensions of international marketing, and 7) understand legal and political environment and challenges of international marketing.	

## MODULE 6 07/01 - 25/01 2019

<b>MLI61A130</b>	<b>BUSINESS COMMUNICATION</b> (7/1-16/1, 2019)	<b>3 cr</b>
<b>Instructor:</b> NEW	Sarri Kukkonen	
<b>Degree:</b>	M.A. (University of Helsinki, Finland)	
<b>Title and affiliation:</b>	Creative Communications Consultant, Mediakollektiivi (Finland)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI61C612</b>	<b>COMMUNICATION AND PROJECT MANAGEMENT</b> (17/1-25/1, 2019)	<b>3 cr</b>
<b>Instructor:</b> NEW	Patrick Simek	
<b>Degree:</b>	Ph.D. (University of Cambridge, UK)	
<b>Title and affiliation:</b>	Lecturer, Zurich University of Applied Sciences (Switzerland)	
<b>Course description</b>		
The nature of work in business is changing as organizations become more fluid, flexible, multi-cultural and project-based. Project managers and project team members need effective internal and external communication skills, including skill and experience in aspects of intercultural communication, in all phases and aspects of a project, from clarifying project scope to keeping team members, stakeholders, project sponsors and end users informed of project status and when and to whom to communicate changes during the project life cycle. This course highlights the differences between project work and on-going operations, why effective communication, functional teams, and trust are critical to project success and how to determine communication channels based on the type of information transmitted and the needs and preferences of the receivers.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) recognize that communication is vital in team formation, especially in international contexts, 2) understand the principles of effective teamwork and leadership (includes team accountability, emotional intelligence, empathy and conflict resolution), 3) identify the characteristics and structure of projects, 4) identify and communicate project scope and report as needed to keep on track in all project stages, and 5) understand the need to communicate the status of a project to stakeholders and end users to gain their support and engagement during the project lifecycle.		
<b>MLI31A002</b>	<b>PRINCIPLES OF ECONOMICS</b>	<b>6 cr</b>
<b>Instructor:</b>	Jason Beck	
<b>Degree:</b>	Ph.D. (University of Kentucky, USA)	
<b>Title and affiliation:</b>	Associate Professor, Armstrong State University (USA)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		

## MODULE 6 07/01 - 25/01 2019

<b>MLI26C720</b>	<b>INVESTMENTS AND PORTFOLIO MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor:</b>	Andres Ramirez	
<b>Degree:</b>	Ph.D. (University of South Carolina, Moore School of Business, USA)	
<b>Title and affiliation:</b>	Associate Professor, Bryant University (USA)	
<b>Prerequisites:</b>	basic course in finance	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI26C633</b>	<b>BRAND MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor:</b>	Marcio Mota	
<b>Degree:</b>	Ph.D. (University of Fortaleza, Brazil)	
<b>Title and affiliation:</b>	Associate Professor, State University of Ceara (Brazil)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI26C652</b>	<b>INTERNATIONAL ORGANIZATIONAL BEHAVIOR</b>	<b>6 cr</b>
<b>Instructor: NEW</b>	Philip Benson	
<b>Degree:</b>	Ph.D. (Colorado State University, USA)	
<b>Title and affiliation:</b>	Professor, New Mexico State University (USA)	
<b>Course description</b>		
International organizational behavior attempts to understand, predict, and influence the behavior in individuals and in organizations operating in the global environment. This course covers key models and theories of individual behavior and learning in organizations, the organizational context in which work activities take place, motivation, workplace emotions and their relations to personality and person perception, values and ethics, communications, teams and team dynamics, decision-making, conflict and negotiation, leadership, power and politics in the organizational context, organizational and national culture, stress, the design of organizations, and organizational change and development.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) understand and use the basic theories and models applied to collective behavior in formal and informal global organizations, 2) predict the behavior in global organizations, and 3) influence the behavior of individuals in global organizations to achieve mutual benefit.		

## MODULE 7 28/01 - 15/02 2019

<b>MLI31A002</b>	<b>PRINCIPLES OF ECONOMICS</b>	<b>6 cr</b>
<b>Instructor:</b>	Oleg Pavlov	
<b>Degree:</b>	Ph.D. (University of Southern California, USA)	
<b>Title and affiliation:</b>	Associate Professor, Worcester Polytechnic Institute (USA)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI61C612</b>	<b>COMMUNICATION AND PROJECT MANAGEMENT</b> (28/1-5/2, 2019)	<b>3 cr</b>
<b>Instructor: NEW</b>	Patrick Simek	
<b>Degree:</b>	Ph.D. (University of Cambridge, UK)	
<b>Title and affiliation:</b>	Lecturer, Zurich University of Applied Sciences (Switzerland)	
<b>Course description</b>		
The nature of work in business is changing as organizations become more fluid, flexible, multi-cultural and project-based. Project managers and project team members need effective internal and external communication skills, including skill and experience in aspects of intercultural communication, in all phases and aspects of a project, from clarifying project scope to keeping team members, stakeholders, project sponsors and end users informed of project status and when and to whom to communicate changes during the project life cycle. This course highlights the differences between project work and on-going operations, why effective communication, functional teams, and trust are critical to project success and how to determine communication channels based on the type of information transmitted and the needs and preferences of the receivers.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) recognize that communication is vital in team formation, especially in international contexts, 2) understand the principles of effective teamwork and leadership (includes team accountability, emotional intelligence, empathy and conflict resolution), 3) identify the characteristics and structure of projects, 4) identify and communicate project scope and report as needed to keep on track in all project stages, and 5) understand the need to communicate the status of a project to stakeholders and end users to gain their support and engagement during the project lifecycle.		
<b>MLI61A130</b>	<b>BUSINESS COMMUNICATION</b> (6/2-15/2, 2019)	<b>3 cr</b>
<b>Instructor:</b>	Christa Uusi-Rauva	
<b>Degree:</b>	D.Sc. (Aalto School of Economics, Finland)	
<b>Title and affiliation:</b>	Lecturer, School of Business, Aalto University (Finland)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		



## MODULE 7 28/01 - 15/02 2019

<b>MLI26C012</b>	<b>BACHELOR'S THESIS</b>	<b>10 cr</b>
<b>Coordinator:</b>	Joan Lofgren	
<b>Degree:</b>	Ph.D. (Columbia University, USA)	
<b>Title and affiliation:</b>	Program Director, School of Business, Aalto University, Mikkeli (Finland)	
<b>Prerequisites:</b>	Academic Writing and Research Methods in International Business (must be completed at the latest during the thesis process)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI26C704</b>	<b>BUSINESS CONSULTING IN THE GLOBAL ECONOMY</b>	<b>6 cr</b>
<b>Instructor:</b>	Naomi Birdthistle	
<b>Degree:</b>	Ph.D. (University of Limerick, Ireland)	
<b>Title and affiliation:</b>	Associate Professor, Swinburne University of Technology (Australia)	
<b>Course description</b>		
The focus of this course is on the nature and role of business consulting, along with specific issues common to business consulting. It is an applied course in which students act as consultants for businesses that may have an international focus and have identified a problem or opportunity that needs solving. Specific attention is given to understanding and developing the unique skills required for entering the consulting profession. The course develops competencies and skills in problem diagnosis, solution development, solution communication and solution implementation.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) understand the principles and processes of management consultancy, 2) employ analytical frameworks when approaching business opportunities and challenges, 3) develop, conduct, and integrate secondary research with primary research, 4) understand the value of effective communication in business consulting and 5) develop and improve skills in report writing, time management, negotiation, and project management.		

**MODULE 8      18/02 - 08/03 2019**

<b>MLI22A002</b>	<b>PRINCIPLES OF ACCOUNTING (A)</b>	<b>6 cr</b>
<b>Instructor: NEW</b>	Willie Reddic	
<b>Degree:</b>	Ph.D. (Syracuse University, USA)	
<b>Title and affiliation:</b>	Assistant Professor, DePaul University (USA)	
<b>Course description</b>		
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 will be able to read financial statements and interpret key financial figures, evaluate the financial value of companies, and understand the role of financial control in organizations in general.		
<b>Learning outcomes</b> 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.		

<b>MLI22A002</b>	<b>PRINCIPLES OF ACCOUNTING (B)</b>	<b>6 cr</b>
<b>Instructor: NEW</b>	Hui Lin	
<b>Degree:</b>	Ph.D. (Virginia Tech, USA)	
<b>Title and affiliation:</b>	Associate Professor, DePaul University (USA)	
<b>Course description</b>		
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 will be able to read financial statements and interpret key financial figures, evaluate the financial value of companies, and understand the role of financial control in organizations in general.		
<b>Learning outcomes</b> 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.		

<b>MLI28C060</b>	<b>CORPORATE FINANCE</b>	<b>6 cr</b>
<b>Instructor:</b>	Roman Stepanov	
<b>Degree:</b>	Ph.D. (University of Northumbria at Newcastle, UK)	
<b>Title and affiliation:</b>	Senior Lecturer, University of Northumbria at Newcastle (UK)	
<b>Prerequisites:</b>	basic course in finance	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) show a 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 valuation 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, and 8) gain insight and competency concerning corporate control and governance.		

<b>MLI26C718</b>	<b>DIGITAL MARKETING STRATEGIES (Demanding self-study online course)</b>	<b>6 cr</b>
<b>Instructor:</b>	Dale Fodness	
<b>Degree:</b>	Ph.D. (The Florida State University, USA)	
<b>Title and affiliation:</b>	Associate Professor, University of Dallas (TX, USA)	
<b>Course description</b>		
This course is a dynamic introduction to the impact of advancing digital business technologies on customers, markets, industries and business models. Both theoretical and practical implications of the digital marketing manager's role are addressed to help students develop the strategic perspective and practical skills necessary for effectively navigating the new frontiers being opened every day in marketing via the Internet and other electronic venues.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) understand and apply digital marketing principles and practices to grow revenues and satisfy customers, 2) plan and execute digital marketing strategies in the global marketplace, 3) demonstrate digital marketing techniques to create differentiated service value and to measure the impact this has on attracting and retaining customers, and 4) apply the appropriate balance of technology and marketing strategy when managing customer relationships in digital environments.		

<b>MLI26C731</b>	<b>LEADERSHIP</b>	<b>6 cr</b>
<b>Instructor:</b>	Elysebeth Leigh	
<b>Degree:</b>	Ed.D. (University of Technology, Sydney, Australia)	
<b>Title and affiliation:</b>	Lecturer, University of Technology, Sydney (Australia)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		

**MODULE 9 11/03 - 29/03 2019**

<b>MLI72A100</b>	<b>SWEDISH BUSINESS COMMUNICATION</b>	<b>3 cr</b>
<p><b>Instructor:</b> Anna-Elina Hirvonen  <b>Degree:</b> Lic.Phil. (University of Eastern Finland, Finland)  <b>Title and affiliation:</b> Lecturer, South-Eastern Finland University of Applied Sciences (Finland)  <b>AND</b>  <b>Instructor:</b> Hannele Airio  <b>Degree:</b> M.A. (Åbo Akademi, Finland)  <b>Title and affiliation:</b> Lecturer, Language Center, Aalto University (Finland)  <b>Languages of instruction:</b> Swedish, Finnish</p>		
<p><b>Kurssin sisältö:</b> Opintojakso Ruotsinkielinen yritysviestintä/Swedish Business Communication muodostaa kauppatieteiden kandidaatin tutkintoon sisällytettävät ruotsin kielen vähimmäisopinnot. Kurssilla luetaan itsenäisesti talouskielen tekstejä ja tehdään omatoimisesti teksteihin pohjautuvia suullisia ja kirjallisia harjoituksia sekä syvennetään talouden erikoiskielen osaamista suullisesti ja kirjallisesti. Kurssilla kommunikoidaan vuorovaikutteisesti sekä talouselämän että sosiaalisen elämän tilanteissa.  <b>Kurssin osaamistavoitteet:</b> Opiskelijalla on kurssin suoritettuaan sujuva ruotsin kielen kieli- ja viestintätaito. Opiskelijalla on myös julkishallinnon henkilöstöltä vaadittava ruotsin kielen taito (ks. kielilaitolaki 424/2003). Kurssilla opitaan selviytymään talouselämän eri tehtävistä ruotsiksi niin kirjallisesti kuin suullisesti, tuottamaan kirjallisia ja suullisia tekstejä talouselämän keskeisiltä aloilta, ymmärtämään alan ruotsalaisia ammattilehtiä ja muiden medioiden tarjontaa ruotsiksi sekä toimimaan vuorovaikutteisesti. Kurssilla arvioidaan sekä kirjallinen että suullinen kielitaito.</p>		
<b>MLI71A101</b>	<b>FINNISH FOR FOREIGNERS</b> (3 weeks in module 9 and two weeks 29/4-10/5, 2019 in module 11)	<b>3 cr</b>
<p><b>Instructor:</b> Tarja Isokääntä  <b>Degree:</b> M.A. (University of Jyväskylä, Finland)  <b>Title and affiliation:</b> Lecturer, South-Eastern Finland University of Applied Sciences (Finland)  <b>Languages of instruction:</b> Finnish, English</p>		
<p><b>Course description</b>  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.  <b>Learning outcomes</b> 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.</p>		
<b>MLI31C020</b>	<b>INTERMEDIATE MICROECONOMICS</b>	<b>6 cr</b>
<p><b>Instructor:</b> Christopher Decker  <b>Degree:</b> Ph.D. (Indiana University, USA)  <b>Title and affiliation:</b> Professor, University of Nebraska at Omaha, USA  <b>Prerequisites:</b> basic course in economics</p>		
<p><b>Course description</b>  This course builds on the basic knowledge gained in an introductory economics course and develops further microeconomic topics and theories using standard microeconomic models. The topics covered include: consumer theory, utility and indifference curve analysis; the theory of the firm and cost analysis; market structures, including models of monopoly, duopoly and oligopoly; and pricing strategies. The course will also introduce students to public economics and the concept of externalities. The efficient allocation of resources is emphasized throughout the course.  <b>Learning outcomes</b> for this course, upon successful completion, include the ability to:  1) apply standard microeconomic tools to explain and predict the behavior of individual consumers and firms, 2) apply microeconomic theory to explain market structures and the behavior of firms within specific industries, and 3) compare how markets are organized under perfect competition versus a monopoly, duopoly or oligopoly and the outcomes of decisions made in these markets.</p>		

**MODULE 9 11/03 - 29/03 2019**

<b>MLI26C600</b>	<b>ENTREPRENEURSHIP IN THE GLOBAL ECONOMY</b>	<b>6 cr</b>
<b>Instructor:</b>	Jeff Vanevenhoven	
<b>Degree:</b>	Ph.D. (University of Wisconsin-Milwaukee, USA)	
<b>Title and affiliation:</b>	Professor, University of Wisconsin-Whitewater (USA)	
<b>Course description</b>		
This course is designed to foster an understanding of entrepreneurship in the context of innovation and the global economy. The course provides the knowledge and skills to develop a business model and an understanding of feasibility analysis and business plans. The course includes idea formation, opportunity identification, industry and competitor analysis, funding and financial stability, intellectual property, and other forms of new venture creation.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) evaluate your own entrepreneurial tendencies, 2) appraise what it takes for a business idea to become an opportunity, and 3) prepare a business model including pro forma financial projections for sustainable operations.		

<b>MLI26C698</b>	<b>DESTINATION MARKETING</b>	<b>6 cr</b>
<b>Instructor:</b>	Dale Fodness	
<b>Degree:</b>	Ph.D. (The Florida State University, USA)	
<b>Title and affiliation:</b>	Associate Professor, University of Dallas (USA)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		

## MODULE 10 08/04 - 26/04 2019

<b>MLI23A020</b>	<b>INTRODUCTION TO MARKETING</b>	<b>6 cr</b>
<b>Instructor:</b>	Paurav Shukla	
<b>Degree:</b>	Ph.D. (North Gujarat University, India)	
<b>Title and affiliation:</b>	Professor of Marketing, University of Essex (UK)	
<b>Course description</b>	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.	
<b>Learning outcomes</b>	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.	
<b>MLI21C617</b>	<b>OPERATIONS MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor:</b>	Bruno Silvestre	
<b>Degree:</b>	Ph.D. (Pontifical Catholic University of Rio de Janeiro, Brazil)	
<b>Title and affiliation:</b>	Associate Professor, University of Manitoba (Canada)	
<b>Course description</b>	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.	
<b>Learning outcomes</b>	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 08/04 - 26/04 2019

<b>MLI26C728</b>	<b>CAPSTONE COURSE</b>	<b>6 cr</b>
<b>Coordinator:</b>	Joan Lofgren	
<b>Degree:</b>	Ph.D. (Columbia University, USA)	
<b>Title and affiliation:</b>	Program Director, School of Business, Aalto University, Mikkeli (Finland)	
<b>Co-instructor:</b>	John Kraft	
<b>Degree:</b>	Ph.D. (University of Pittsburgh, USA)	
<b>Title and affiliation:</b>	Dean, Warrington College of Business, University of Florida (USA)	
<b>Co-instructor: NEW</b>	Kevin McIntire	
<b>Degree:</b>	M.Sc. (London School of Economics, UK)	
<b>Title and affiliation:</b>	Ph.D. Candidate, Hanken School of Economics (Finland)	
<b>Course description</b>		
<p>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, in which student teams develop and execute strategies for a global company. Success in the simulation is measured using operational and financial indicators. Lectures 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.</p>		
<p><b>Learning outcomes</b> for this course, upon successful completion, include the ability to:</p>		
<p>1) comprehend the fundamentals of business administration and economics and the interdisciplinary nature of the study of international business, 2) understand the complexity of global business operations in a dynamic competitive environment, eg the financial implications of strategic and operational decisions, 3) demonstrate 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 learning, eg short-term on the reasons for adopting a strategy or making a decision in the simulation, and long-term on learning throughout the program.</p>		

<b>MLI26C013</b>	<b>BACHELOR'S THESIS SEMINAR</b>	<b>2 cr</b>
	(sessions during the whole thesis process)	
<b>Coordinator:</b>	Joan Lofgren	
<b>Degree:</b>	Ph.D. (Columbia University, USA)	
<b>Title and affiliation:</b>	Program Director, School of Business, Aalto University, Mikkeli (Finland)	
<b>Course description</b>		
<p>The Bachelor's thesis is intended to develop student abilities to carry out independent research work in the field of international business. The Bachelor's thesis seminar focuses on the performance of the student in both managing the thesis project and in discussing research results: his/her own research findings as well as those of other students. The student will be evaluated on his/her: communication with the supervisor, including responding to feedback; time and process management, for example submitting quality work by deadlines; and his/her presentation and participation in the thesis seminar session.</p>		
<p><b>Learning outcomes</b> for this requirement, upon successful completion, include the ability to demonstrate:</p>		
<p>1) analysis and problem-solving skills by managing the thesis process successfully, 2) good communication skills by corresponding with the supervisor in an active and constructive manner, 3) scientific thinking by presenting the thesis research questions, methods and findings in an interesting and coherent way to the supervisor and peers, 3) knowledge of business, especially international business, and critical thinking skills by discussing one's own and other students' research findings in a meaningful way.</p>		

## MODULE 10 08/04 - 26/04 2019

<b>MLI26C014</b>	<b>MATURITY TEST</b>	<b>0 cr</b>
<b>Coordinator:</b>	Joan Lofgren	
<b>Degree:</b>	Ph.D. (Columbia University, USA)	
<b>Title and affiliation:</b>	Program Director, School of Business, Aalto University, Mikkeli (Finland)	
<b>Course description</b>		
All BScBA students must complete and pass the thesis maturity 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 maturity test in English (exemption needs an official decision).		

<b>MLI26C653</b>	<b>INTERNATIONAL BUSINESS STRATEGY</b>	<b>6 cr</b>
<b>Instructor:</b>	Henrik Dellestrand	
<b>Degree:</b>	Ph.D. (Uppsala University, Sweden)	
<b>Title and affiliation:</b>	Associate Professor, Uppsala University (Sweden)	
<b>Course description</b>		
This course focuses on the strategic management issues faced by firms that compete in the global environment. Topics include country competitive advantages, industry structures, firm competencies in an international context, management of entry modes, and headquarters-subsidiary relationships.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) conduct industry and country analyses, 2) evaluate company strengths, weaknesses, and competitive capabilities in an international context, 3) recognize strategic patterns of multinational firms, 4) determine the most appropriate entry mode for a firm in an international context, and 5) discuss the challenges and opportunities of operating in emerging markets.		



## MODULE 11 29/04 - 17/05 2019

<b>MLI71A100</b>	<b>FINNISH BUSINESS COMMUNICATION</b> (2 weeks: 29/4-10/5, 2019)	<b>3 cr</b>
<b>Instructor:</b>	Annamari Huovinen	
<b>Degree:</b>	D.Sc. (Aalto University School of Business, Finland)	
<b>Title and affiliation:</b>	Coordinator, Hanken School of Economics (Finland)	
<b>Language of instruction:</b>	Finnish	
<b>Kurssin sisältö:</b> Kurssi perehdyttää opiskelijan talouselämän viestinnän keskeisiin käsitteisiin ja teoreettiseen taustaan sekä suomalaisen yhteiskunnan viestinnällisiin erityispiirteisiin. Kurssilla perehdytään luentojen ja harjoitusten avulla talouselämän kirjoitus- ja puheviestintätilanteisiin sekä niissä tarvittaviin viestintätaitoihin. Puheviestinnän harjoituksissa analysoidaan puhe-esitysten eri muotoja, määritellään asiantuntijaesitysten keskeisiä kriteerejä sekä perehdytään sanallisiin ja sanattomiin vaikuttamiskeinoihin. Yksilötehtävien ja ryhmäkeskustelujen avulla harjoitellaan vuorovaikutustilanteita. Harjoituksissa voidaan käyttää videointia. Kirjallisen yritysviestinnän osiossa analysoidaan tilanteenmukaista yritysviestintää ja harjoitellaan yritystekstien kirjoittamista.		
<b>Kurssin oppimistavoitteet:</b>		
Kirjoitusviestinnän osiossa opiskelija saa tietoa yritysten viestinnän käytänteistä. Opiskelija oppii ymmärtämään viestinnän merkityksen talous- ja yritys-elämässä ja saa tietoa viestien tulkintaan vaikuttavista tekijöistä, viestinnän visuaalisuudesta ja multimodaalisuudesta sekä sosiaalisesta mediasta yritysten viestinnässä. Opiskelija oppii erottamaan vakuuttavan ja suostuttelevan argumentoinnin sekä oppii analysoimaan ja kirjoittamaan yritystekstejä.		
Puheviestinnän osalta opiskelija saa tietoa siitä, miten asiantuntijuus rakentuu puheviestinnässä. Hän saa tietoa kommunikoinnin psykologiasta ja palautteen merkityksestä puhujana kehittymiselle. Opiskelija oppii tiedostamaan oman ryhmä- ja viestintäkäyttäytymisen piirteet. Opiskelija oppii pitämään informatiivisen puhe-esityksen, jonka hän on suunnitellut ja toteuttanut huomioiden kuulijakunnan, tilanteen ja esityksen tavoitteen.		

<b>MLI71A101</b>	<b>FINNISH FOR FOREIGNERS</b> (3 weeks in module 9 and two weeks 29/4-10/5, 2019 in module 11)	<b>3 cr</b>
<b>Instructor:</b>	Tarja Isokääntä	
<b>Degree:</b>	M.A. (University of Jyväskylä, Finland)	
<b>Title and affiliation:</b>	Lecturer, South-Eastern Finland University of Applied Sciences (Finland)	
<b>Languages of instruction:</b>	Finnish, English	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		

## MODULE 11 29/04 - 17/05 2019

<b>MLI51C100</b>	<b>CORPORATE RESPONSIBILITY AND ETHICS (A)</b> (1 week: 13/5-17/5, 2019)	<b>3 cr</b>
<b>Instructor:</b>	Sheila Killian	
<b>Degree:</b>	Ph.D. (University College Dublin, Ireland)	
<b>Title and affiliation:</b>	Assistant Dean of Research and Director of PRME, University of Limerick (Ireland)	
<b>Course description</b>		
<p>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, as well as the UN Sustainable Development Goals. 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.</p>		
<b>Learning outcomes</b> 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.		

<b>MLI51C100</b>	<b>CORPORATE RESPONSIBILITY AND ETHICS (B)</b> (1 week: 13/5-17/5, 2019)	<b>3 cr</b>
<b>Instructor: NEW</b>	Carole Parkes	
<b>Degree:</b>	Ph.D. (University of West of England, UK)	
<b>Title and affiliation:</b>	Professor, University of Winchester (UK)	
<b>Course description</b>		
<p>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, as well as the UN Sustainable Development Goals. 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.</p>		
<b>Learning outcomes</b> 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.		

<b>MLI26C202</b>	<b>FINANCIAL ACCOUNTING FOR GLOBAL BUSINESS</b>	<b>6 cr</b>
<b>Instructor:</b>	Barbara Edwards	
<b>Degree:</b>	Ed.D. (Simon Fraser University, Canada)	
<b>Title and affiliation:</b>	Senior Lecturer, Simon Fraser University (Canada)	
<b>Prerequisites:</b>	basic course in accounting	
<b>Course description</b>		
<p>This course presents a conceptual framework for financial reporting. Students will learn basic bookkeeping and how to prepare, present and analyze financial statements.</p>		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) perform basic double-entry bookkeeping, 2) prepare financial statements, 3) report and analyze long-term and current assets, 4) report and analyze debt and equity, 5) perform and interpret financial statement analysis, 6) identify accounting issues in multinational firms, and 7) recognize ethical issues in financial accounting.		

## MODULE 11 29/04 - 17/05 2019

<b>MLI26C714</b>	<b>GENDER AND COMMUNICATION IN THE INTERNATIONAL WORKPLACE</b>	<b>6 cr</b>
<b>Instructor:</b>	Josiane Peltier	
<b>Degree:</b>	Ph.D. (The University of Iowa, USA)	
<b>Title and affiliation:</b>	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
<b>Course description</b>	This course considers diversity in the international workplace from a gender perspective. It examines ways in which men and women are socialized, and may differently enter, and participate in, work life. Topics to be covered may include some or all of the following: gender construction, employment decisions, sex segregation of occupations, communication preferences, gender gap in earnings, confidence gap, work-life balance, cross-cultural diversity, gender and managerial behavior, leadership, best practices in gender equity, team work, the inclusion of non-gender-conforming individuals, and the intersection of gender and race. Case studies may be used to problematize gender issues in specific organizational contexts, and in society at large.	
<b>Learning outcomes</b>	for this course, upon successful completion, include the ability to: 1) understand basic theories and concepts related to gender and diversity, 2) examine 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 achieve gender equity, and 4) recognize how gender is differently constructed and perceived across cultures.	

## MODULE 12 20/05 - 07/06 2019

<b>MLI21C617</b>	<b>OPERATIONS MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor:</b> NEW	Bin Jiang	
<b>Degree:</b>	Ph.D. (University of Texas, UK)	
<b>Title and affiliation:</b>	Professor, DePaul University (UK)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI23A020</b>	<b>INTRODUCTION TO MARKETING</b>	<b>6 cr</b>
<b>Instructor:</b>	Srdan Zdravkovic	
<b>Degree:</b>	Ph.D. (Saint Louis University, USA)	
<b>Title and affiliation:</b>	Associate Professor, Bryant University (USA)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		
<b>MLI26C739</b>	<b>SOCIAL MEDIA ANALYTICS</b>	<b>6 cr</b>
<b>Instructor:</b>	Suzanne Altobello	
<b>Degree:</b>	Ph.D. (University of Notre Dame, USA)	
<b>Title and affiliation:</b>	Associate Professor, University of North Carolina at Pembroke (USA)	
<b>Course description</b>		
This course focuses on how to analyze data from social media networks in order to serve the strategic needs of business organizations. The course will begin with the basics of social media listening and the types of metrics used in social media platforms. Students will evaluate the effectiveness of social media ad campaigns using statistical analysis. Students perform analyses in Excel, SPSS, or other free online analysis tools on data from Facebook, Twitter, Instagram, Snapchat and/or other social media platforms. Students will also perform sentiment/content analysis and influencer analysis. Students will use real world data to practice analytic methods to convert social media data to insights into market structure, consumers' perceptions of the brand, and marketing strategy. This course will help students prepare for professional analytics certifications.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) understand the key metrics used for measurement in social media analytics and how they vary by platform, 2) evaluate the effectiveness and return on investment in a social media marketing campaign, 3) demonstrate knowledge of various ways to analyze and visualize data from social media platforms using Excel, SPSS, and/or other analytic tools, and 4) apply these analytic concepts to a company analysis and relate them to broader business outcomes.		

## MODULE 12 20/05 - 07/06 2019

<b>MLI31C030</b>	<b>INTERMEDIATE MACROECONOMICS</b>	<b>6 cr</b>
<b>Instructor:</b>	Subhadra Ganguli	
<b>Degree:</b>	Ph.D. (University of California Riverside, USA)	
<b>Title and affiliation:</b>	Associate Professor, Ahlia University (Bahrain)	
<b>Prerequisites:</b>	basic course in economics	
<b>Course description</b>	<p>This course builds on knowledge gained in an introductory economics course by deepening students' competence in using macroeconomic models to explain the determination of aggregate output, money, prices, inflation, interest rates, employment and growth. The impact of monetary and fiscal policy on the economy will also be discussed. Other topics addressed include short-, medium- and long-term equilibrium models, international trade and borrowing, open economy, exchange rate theory, economic and monetary union, and Keynesian versus neoclassical economic theories. The course is intended to complement microeconomics, the study of the economic behavior of individual consumers, firms, and industries.</p>	
<b>Learning outcomes</b>	for this course, upon successful completion, include the ability to:	
	1) apply macroeconomic models to problems of short-term and medium-term equilibrium, 2) analyze the determinants of output, employment, and growth in the long run, 3) critically appraise the influence of policy on the economy, and 4) understand the significance of developments in the international system, for example economic and monetary union.	

## MODULE 13 10/06 - 28/06 2019

<b>MLI66A001</b>	<b>BASICS IN BUSINESS FRENCH 1</b>	<b>3 cr</b>
<b>Instructor:</b>	Josiane Peltier	
<b>Degree:</b>	Ph.D. (The University of Iowa, USA)	
<b>Title and affiliation:</b>	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
<b>Languages of instruction:</b>	French, English	
<b>Course description</b>		
This course introduces students to speaking, listening, reading and writing in French, with an emphasis on speaking and listening. Students are introduced to the basic vocabulary and grammar needed for communicating in daily life and in business situations. They also become aware of culture in French-speaking countries.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) greet people and describe oneself and others, including family, 2) make conversation, for example about the weather, one's interests and studies, 3) ask for and understand directions, 4) describe various places and environments, including one's home, 5) search for housing using the target language, 6) handle hospitality situations, for example issuing and accepting invitations, 7) manage shopping and ordering at restaurants, 8) discuss time and make appointments, 9) talk about employment and professions, and 10) manage simple business communication tasks such as phoning, emailing and making a short presentation.		
Beginning level 0, Target level A1 (Common European Framework)		

<b>MLI65A001</b>	<b>BASICS IN BUSINESS SPANISH 1</b>	<b>3 cr</b>
<b>Instructor:</b>	Ana María Monterde Rey	
<b>Degree:</b>	Ph.D. (University of Las Palmas de G. C., Spain)	
<b>Title and affiliation:</b>	Professor, Faculty of Translation and Interpreting, University of Las Palmas de Gran Canaria (Spain)	
<b>Languages of instruction:</b>	Spanish, English	
<b>Course description</b>		
This course introduces students to speaking, listening, reading and writing in Spanish, with an emphasis on speaking and listening. Students are introduced to the basic vocabulary and grammar needed for communicating in daily life and in business situations. They also become aware of culture in Spanish-speaking countries.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) greet people and describe oneself and others, including family, 2) make conversation, for example about the weather, one's interests and studies, 3) ask for and understand directions, 4) describe various places and environments, including one's home, 5) search for housing using the target language, 6) handle hospitality situations, for example issuing and accepting invitations, 7) manage shopping and ordering at restaurants, 8) discuss time and make appointments, 9) talk about employment and professions, and 10) manage simple business communication tasks such as phoning, emailing and making a short presentation.		
Beginning level 0, Target level A1 (Common European Framework)		

**MODULE 13 10/06 - 28/06 2019**

<b>MLI62A001</b>	<b>BASICS IN BUSINESS GERMAN 1</b>	<b>3 cr</b>
<b>Instructor:</b>	Gesa Zinn	
<b>Degree:</b>	Ph.D. (University of Minnesota Twin Cities, USA)	
<b>Affiliation:</b>	Special Assistant Professor, Colorado State University (USA)	
<b>Languages of instruction:</b>	German, English	
<b>Course description</b>		
This course introduces students to speaking, listening, reading and writing in German with an emphasis on speaking and listening. Students are introduced to the basic vocabulary and grammar needed for communicating in daily life and in business situations. They also become aware of culture in German-speaking countries.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) greet people and describe oneself and others, including family, 2) make conversation, for example about the weather, one's interests and studies, 3) ask for and understand directions, 4) describe various places and environments, including one's home, 5) search for housing using the target language, 6) handle hospitality situations, for example issuing and accepting invitations, 7) manage shopping and ordering at restaurants, 8) discuss time and make appointments, 9) talk about employment and professions, and 10) manage simple business communication tasks such as phoning, emailing and making a short presentation.		
Beginning level 0, Target level A1 (Common European Framework)		

<b>MLI26C730</b>	<b>CONSUMER CULTURE</b>	<b>6 cr</b>
<b>Instructor:</b>	Maurice Patterson	
<b>Degree:</b>	Ph.D. (University of Warwick, UK)	
<b>Title and affiliation:</b>	Lecturer, University of Limerick (Ireland)	
<b>Course description</b>		
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.		
<b>Learning outcomes</b> 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.		

<b>MLI26C680</b>	<b>MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS</b>	<b>6 cr</b>
<b>Instructor: NEW</b>	Michael Lapke	
<b>Degree:</b>	Ph.D. (Virginia Commonwealth University, USA)	
<b>Title and affiliation:</b>	Associate Professor, University of Mary Washington (USA)	
<b>Course description</b>		
An examination of information technology (IT) concepts, trends, and management. The course provides an overview of essential technical aspects of IT – hardware, software, telecommunications, and databases – as background to advanced applications. The overall focus of the course is to demonstrate and cultivate an understanding of how information technology is used and managed in international business.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) know and understand the concepts and language of management information systems and implications for international business, 2) understand, evaluate, and assess the financial viability of IT projects, 3) understand and use basic project management tools, 4) comprehend the role played by telecommunication in the IT management process, 5) evaluate IT asset acquisition and disposal strategies, 6) know and understand how IT systems are acquired, developed, and managed to achieve specific organizational objectives, 7) understand information security concerns in an organization and their respective resolution, and 8) understand the implications of emerging IT for organizations and society.		

## MODULE 14 01/07 - 19/07 2019

<b>MLI66A002</b>	<b>BASICS IN BUSINESS FRENCH 2</b>	<b>3 cr</b>
<b>Instructor:</b>	Josiane Peltier	
<b>Degree:</b>	Ph.D. (The University of Iowa, USA)	
<b>Title and affiliation:</b>	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
<b>Languages of instruction:</b>	French, English	
<b>Course description</b>		
This course builds on prior basic knowledge of the vocabulary and grammar needed to produce more complex oral statements and written documents in French. The aim is for students to be able to navigate effectively through a large number of linguistic environments, including business culture and interaction.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) discuss topics in daily life in some depth, for example family relations, hospitality, tourism, leisure activities such as sports and fitness, as well as health and sickness, 2) discuss careers, education and training in the target country/ies, 3) manage basic business communication tasks (phone, Skype, email) in French, 4) discuss business life in the target country/ies, and 5) make short presentations in the target language.		
Beginning level A1, Target level A2 (Common European Framework)		

<b>MLI65A002</b>	<b>BASICS IN BUSINESS SPANISH 2</b>	<b>3 cr</b>
<b>Instructor:</b>	Ana María Monterde Rey	
<b>Degree:</b>	Ph.D. (University of Las Palmas de G. C., Spain)	
<b>Title and affiliation:</b>	Professor, Faculty of Translation and Interpreting, University of Las Palmas de Gran Canaria (Spain)	
<b>Languages of instruction:</b>	Spanish, English	
<b>Course description</b>		
This course builds on prior basic knowledge of the vocabulary and grammar needed to produce more complex oral statements and written documents in Spanish. The aim is for students to be able to navigate effectively through a large number of linguistic environments, including business culture and interaction.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) discuss topics in daily life in some depth, for example family relations, hospitality, tourism, leisure activities such as sports and fitness, as well as health and sickness, 2) discuss careers, education and training in the target country/ies, 3) manage basic business communication tasks (phone, Skype, email) in Spanish, 4) discuss business life in the target country/ies, and 5) make short presentations in the target language.		
Beginning level A1, Target level A2 (Common European Framework)		

<b>MLI62A002</b>	<b>BASICS IN BUSINESS GERMAN 2</b>	<b>3 cr</b>
<b>Instructor:</b>	Gesa Zinn	
<b>Degree:</b>	Ph.D. (University of Minnesota Twin Cities, USA)	
<b>Affiliation:</b>	Special Assistant Professor, Colorado State University (USA)	
<b>Languages of instruction:</b>	German, English	
<b>Course description</b>		
This course builds on prior basic knowledge of the vocabulary and grammar needed to produce more complex oral statements and written documents in German. The aim is for students to be able to navigate effectively through a large number of linguistic environments, including business culture and interaction.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) discuss topics in daily life in some depth, for example family relations, hospitality, tourism, leisure activities such as sports and fitness, as well as health and sickness, 2) discuss careers, education and training in the target country/ies, 3) manage basic business communication tasks (phone, Skype, email) in German, 4) discuss business life in the target country/ies, and 5) make short presentations in the target language.		
Beginning level A1, Target level A2 (Common European Framework)		



## MODULE 14 01/07 - 19/07 2019

<b>MLI26C203</b>	<b>BUSINESS AND MANAGEMENT OF DIGITAL MEDIA PRODUCTION</b>	<b>6 cr</b>
<b>Instructor:</b>	Rustin Greene	
<b>Degree:</b>	M.F.A. (University of Minnesota, USA)	
<b>Title and affiliation:</b>	Professor, James Madison University (USA)	
<b>Course description</b>	In this course, students will explore the principles and practices of managing digital media production. The themes addressed include the structures and practices of digital media industries, creative project and client development, media economics, electronic media business practices, and financial management. New trends in production and distribution will also be considered. Students will examine the principles and practices of digital media management through lectures, discussion, reading, demonstration, exercises and projects. Students will collaborate in teams to respond to a creative brief, develop a proposal (including a prototype, schedule, and budget), and present that proposal. No experience in the arts nor special equipment is required.	
<b>Learning outcomes</b>	for this course, upon successful completion, include the ability to: 1) identify business priorities and practices of digital media production, and their impact upon the creative development process, 2) analyze the management of digital media production, 3) examine digital media project management practices, 4) recognize the importance of collaboration in digital media production, and 5) trace the impact of cultural difference on arts management.	

<b>MLI26C707</b>	<b>ENVIRONMENTAL ECONOMICS</b>	<b>6 cr</b>
<b>Instructor:</b>	Rita Buckley	
<b>Degree:</b>	Ph.D. (University of Limerick, Ireland)	
<b>Title and affiliation:</b>	Lecturer, Kemmy Business School, University of Limerick (Ireland)	
<b>Recommended prerequisites:</b>	basic course in economics	
<b>Course description</b>	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.	
<b>Learning outcomes</b>	for this course, upon successful completion, include the ability to: 1) know essential concepts and dynamics in environmental economics, 2) develop basic and critical appreciation of economics as applied to the environment and natural resources, 3) understand the connection between environmental quality and the economic behavior of individuals and other key economic agents, 4) relate environment and resource analysis to real world issues and circumstances through the use of practical problems and policies.	

## MODULE 15 29/07 - 16/08 2019

<b>MLI66B101</b>	<b>FRENCH BUSINESS COMMUNICATION 1a</b>	<b>3 cr</b>
<b>Instructor:</b>	Josiane Peltier	
<b>Degree:</b>	Ph.D. (The University of Iowa, USA)	
<b>Title and affiliation:</b>	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
<b>Languages of instruction:</b>	French, English	
<b>Course description</b>		
The course deals with material related to the basic operations of a company. Students practice relevant communicative situations as well as review and expand their knowledge of grammatical structures learned in previous courses. This course will focus equally on listening, speaking, reading and writing skills.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) manage in French at an intermediate level in the most common communicative situations at work and in business, 2) understand the main content of business texts and produce short written texts for typical business contexts, and 3) gain broader knowledge of the cultural and business environment in countries where French is spoken.		
Beginning level A2, Target level A2.2 (Common European Framework)		

<b>MLI66B102</b>	<b>FRENCH BUSINESS COMMUNICATION 1b</b>	<b>3 cr</b>
<b>Instructor:</b>	Josiane Peltier	
<b>Degree:</b>	Ph.D. (The University of Iowa, USA)	
<b>Title and affiliation:</b>	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
<b>Languages of instruction:</b>	French, English	
<b>Course description</b>		
In this course, students will deepen their ability to interact in the target language in the most common communicative situations at work and in business, using various forms of communication and media. The students will also gain insights into the key cultural contexts in which the target language is spoken. In addition, they will review and learn more about grammatical structures learned in earlier courses. This course will focus equally on listening, speaking, reading and writing skills.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) manage in French at an intermediate level in the most common communicative situations at work and in business, 2) function in social situations at work, 3) give a short oral presentation on a company and 4) gain deeper knowledge of the cultural and business environment of the countries in which French is spoken.		
Beginning level A2.2, Target level B1 (Common European Framework)		

## MODULE 15 29/07 - 16/08 2019

<b>MLI62A101</b>	<b>GERMAN BUSINESS COMMUNICATION 1a</b>	<b>3 cr</b>
<b>Instructor:</b>	Hans-Joachim Schulze	
<b>Degree:</b>	M.Sc. (University of Mannheim, Germany)	
<b>Title and affiliation:</b>	Lecturer, Aalto University (Finland)	
<b>Languages of instruction:</b>	German, English	
<b>Course description</b>		
The course deals with material related to the basic operations of a company. Students practice relevant communicative situations as well as review and expand their knowledge of grammatical structures learned in previous courses. This course will focus equally on listening, speaking, reading and writing skills.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) manage in German at an intermediate level in the most common communicative situations at work and in business, 2) understand the main content of business texts and produce short written texts for typical business contexts, and 3) gain broader knowledge of the cultural and business environment in countries where German is spoken.		
Beginning level A2, Target level A2.2 (Common European Framework)		

<b>MLI62A102</b>	<b>GERMAN BUSINESS COMMUNICATION 1b</b>	<b>3 cr</b>
<b>Instructor:</b>	Hans-Joachim Schulze	
<b>Degree:</b>	M.Sc. (University of Mannheim, Germany)	
<b>Title and affiliation:</b>	Lecturer, Aalto University (Finland)	
<b>Languages of instruction:</b>	German, English	
<b>Course description</b>		
In this course, students will deepen their ability to interact in the target language in the most common communicative situations at work and in business, using various forms of communication and media. The students will also gain insights into the key cultural contexts in which the target language is spoken. In addition, they will review and learn more about grammatical structures learned in earlier courses. This course will focus equally on listening, speaking, reading and writing skills.		
<b>Learning outcomes</b> for this course, upon successful completion, include the ability to:		
1) manage in German at an intermediate level in the most common communicative situations at work and in business, 2) function in social situations at work, 3) give a short oral presentation on a company and 4) gain deeper knowledge of the cultural and business environment of the countries in which German is spoken.		
Beginning level A2.2, Target level B1 (Common European Framework)		

## MODULE 15 29/07 - 16/08 2019

<b>MLI26C733</b>	<b>NONPROFIT MANAGEMENT</b>	<b>6 cr</b>
<b>Instructor:</b>	Dominika Mironska	
<b>Degree:</b>	Ph.D. (Warsaw School of Economics, Poland)	
<b>Title and affiliation:</b>	Assistant Professor, Warsaw School of Economics (Poland)	
<b>Course description</b>	<p>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.</p>	
<b>Learning outcomes</b>	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.	

<b>MLI26C681</b>	<b>INTERNATIONAL BUSINESS TO BUSINESS MARKETING</b>	<b>6 cr</b>
<b>Instructor:</b>	Sanjit Sengupta	
<b>Degree:</b>	Ph.D. (University of California, Berkeley, USA)	
<b>Title and affiliation:</b>	Professor, San Francisco State University (USA)	
<b>Course description</b>	<p>An examination of the formulation and implementation of marketing strategies for non-consumer products and services. Encompasses marketing practices that enable a supplier firm to understand, create, and deliver value to other businesses – and to capture some of that value for their own organization.</p>	
<b>Learning outcomes</b>	for this course, upon successful completion, include the ability to:	
	1) understand distinctions between business marketing and consumer marketing, 2) comprehend the theoretical and practical knowledge of understanding business buyers, purchasing practices, and buyer-seller relationships in organizational and cultural contexts, 3) apply general marketing principles and systems to business marketing, and 4) identify and assess solutions to business marketing problems.	

<b>26/08 - 30/08 2019</b> <b>Orientation week for the new students</b>
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