

**Aalto University School of Business
Mikkeli Campus**

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

Curriculum for 2017-2018 for exchange students

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

The credits follow the ECTS system.

**Subject to changes.
Changes will be informed students immediately.**

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

Courses	Number of credits
Required Core Courses	
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
	60
Methodological Studies	
Introduction to Statistics	6
Research Methods in International Business	6
	12
Courses in Major	
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
	42
Minor Subject Studies	
Study abroad period****	30
Language and Communication Courses	
English	
Business Communication	3
Academic Writing	6
Other Foreign Language Courses	
Spanish, French, German or other foreign language	6
Swedish Business Communication*****	3
	18
Elective Studies	
different options*****	18
Total Credits	180

* 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

MODULE	BScBA CURRICULUM 2017-2018 ¹		
2017	REQUIRED COURSES (BScBA17, 1st year)	REQUIRED COURSES (BScBA16, 2nd year)	ELECTIVE COURSES
1 4/9-22/9	GLOBAL BUSINESS ENVIRONMENT (A&B) <i>Joan Lofgren</i> ORIENTATION TO UNIVERSITY STUDIES begins (A&B), 1 cr <i>Joan Lofgren</i>	INTERCULTURAL MANAGEMENT (A&B; group 1) <i>Jacek Mironski</i> PRINCIPLES OF FINANCE (A&B; group 1) <i>Kathleen Henebry</i>	COMPARATIVE CONSUMER BEHAVIOR <i>Paurav Shukla</i> INTERNATIONAL HUMAN RESOURCE MANAGEMENT <i>Russell Warhurst</i>
2 25/9-13/10	BUSINESS MATHEMATICS WITH EXCEL APPLICATIONS (A) <i>Roman Stepanov</i> INTRODUCTION TO MANAGEMENT (B) <i>Anne Herbert</i> CRITICAL THINKING begins (A&B; modules 2-4), 2 cr <i>Joan Lofgren and Susan Wolcott</i>	INTERCULTURAL MANAGEMENT (A&B; group 2) <i>Christine Grosse</i> PRINCIPLES OF FINANCE (A&B; group 2) <i>David Volkman</i>	GENDER AND COMMUNICATION IN THE INTERNATIONAL WORKPLACE <i>Josiane Peltier</i> BUSINESS STRATEGIES FOR INTERNATIONAL NEW VENTURES <i>Tamar Almor</i>
3 16/10-3/11	INTRODUCTION TO MANAGEMENT (A) <i>Elyssebeth Leigh</i> BUSINESS MATHEMATICS WITH EXCEL APPLICATIONS (B) <i>Eric West</i>	INTERCULTURAL MANAGEMENT (A&B; group 3) <i>Josiane Peltier</i> PRINCIPLES OF FINANCE (A&B; group 3) <i>Graham Mitenko</i>	COMPETING WITH EAST ASIAN FIRMS <i>Masaaki Kotabe</i> CORPORATE GOVERNANCE <i>Bruce Heam</i>
4 6/11-24/11	Academic Writing (A, 2 groups) <i>Beryl Pittman and Sophia Butt</i> INTRODUCTION TO STATISTICS (B) <i>Alexander Creutzberg</i>	RESEARCH METHODS IN INTERNATIONAL BUSINESS (A) <i>Philip Kappen</i> INTRODUCTION TO BUSINESS LAW (B) <i>Ross Kamarul-Baharin</i>	INNOVATION MANAGEMENT IN THE GLOBAL ECONOMY <i>Henrik Dellestrand</i>
5 27/11-15/12	INTRODUCTION TO STATISTICS (A) <i>Sri Beldona</i> Academic Writing (B; 2 groups) <i>Beryl Pittman and Mirjalisa Charles</i>	INTRODUCTION TO BUSINESS LAW (A) <i>Ross Kamarul-Baharin</i> RESEARCH METHODS IN INTERNATIONAL BUSINESS (B) <i>Sriram Kalyanaraman</i>	INTERNATIONAL MARKETING <i>Sergio Carvalho</i>
2018	2018	2018	2018
6 8/1-26/1	Business Communication (A), 3 cr (8/1-17/1) <i>Christa Uusi-Rauva</i> COMMUNICATION AND PROJECT MANAGEMENT (A), 3 cr (18/1-26/1) <i>Minna Logemann</i> PRINCIPLES OF ECONOMICS (B) <i>Rita Buckley</i>		INVESTMENTS AND PORTFOLIO MANAGEMENT <i>Andres Ramirez</i> BRAND MANAGEMENT <i>Marcio Mota</i> INTERNATIONAL ORGANIZATIONAL BEHAVIOR <i>Diya Das</i>
7 29/1-16/2	PRINCIPLES OF ECONOMICS (A) <i>Oleg Pavlov</i> COMMUNICATION AND PROJECT MANAGEMENT (B), 3 cr (29/1-6/2) <i>Minna Logemann</i> Business Communication (B), 3 cr (7/2-16/2) <i>Christa Uusi-Rauva</i>	BACHELOR'S THESIS (A & B) <i>Joan Lofgren</i>	BUSINESS CONSULTING IN THE GLOBAL ECONOMY <i>Naomi Birdthistle</i>
8 19/2-9/3	PRINCIPLES OF ACCOUNTING (A) <i>Raymond Zimmermann</i> PRINCIPLES OF ACCOUNTING (B) <i>John Ahern</i>		CORPORATE FINANCE <i>Thomas Berry</i> INTERMEDIATE MICROECONOMICS <i>Kristina Terkun Castro</i> LEADERSHIP <i>Elyssebeth Leigh</i>
9 12/3-30/3 (30/3 no class)	Swedish Business Communication, 3 cr (A&B) <i>Anna-Elina Hirvonen and Riina Uusikulku</i> FINNISH FOR FOREIGNERS begins (A&B; cont. in mod 11), 3 cr <i>Tarja Isokääntä</i>		MANAGERIAL ACCOUNTING FOR GLOBAL BUSINESS <i>Barbara Edwards</i> ENTREPRENEURSHIP IN THE GLOBAL ECONOMY <i>Dianne Welsh</i> DIGITAL MARKETING STRATEGIES <i>Dale Fodness</i>
2/4-6/4			
BREAK WEEK			
10 9/4-27/4	INTRODUCTION TO MARKETING (A) <i>Paurav Shukla</i> OPERATIONS MANAGEMENT (B) <i>Bruno Silvestre</i>	CAPSTONE COURSE (A&B) <i>Joan Lofgren, Andres Ramirez, John Kraft and Elyssebeth Leigh</i> BACHELOR'S THESIS SEMINAR DAY	INTERNATIONAL BUSINESS STRATEGY <i>Andrew Bradly</i>
11 2/5-18/5	FINNISH BUSINESS COMMUNICATION (A&B; 2/5-11/5), 3 cr <i>Annamari Huovinen</i> FINNISH FOR FOREIGNERS cont. (A&B; cont. from mod 9; 2/5-11/5), 3 cr <i>Tarja Isokääntä</i> CORPORATE RESPONSIBILITY AND ETHICS, 3 cr (A; 14/5-18/5) <i>Sheila Killian</i> CORPORATE RESPONSIBILITY AND ETHICS, 3 cr (B; 14/5-18/5) <i>Margaret McKee</i>		INTERMEDIATE MACROECONOMICS <i>Subhadra Ganguli</i> DESTINATION MARKETING <i>Dale Fodness</i>
12 21/5-8/6	OPERATIONS MANAGEMENT (A) <i>Susan Grinstead</i> INTRODUCTION TO MARKETING (B) <i>Srdan Zdravkovic</i>		FINANCIAL ACCOUNTING FOR GLOBAL BUSINESS <i>Barbara Edwards</i> INTERCULTURAL NEGOTIATIONS <i>James Kennelly</i>
13 11/6-29/6	Basics in Business French 1 <i>Josiane Peltier</i> Basics in Business Spanish 1 <i>Ana María Monterde Rey</i> Basics in Business German 1 <i>Gesa Zinn</i>		CONSUMER CULTURE <i>Maurice Patterson</i> ENVIRONMENTAL ECONOMICS <i>Rita Buckley</i>
14 2/7-20/7	Basics in Business French 2 <i>Josiane Peltier</i> Basics in Business Spanish 2 <i>Ana María Monterde Rey</i> Basics in Business German 2 <i>Gesa Zinn</i>		BUSINESS AND MANAGEMENT OF DIGITAL MEDIA PRODUCTION <i>Rustin Greene</i> MANAGEMENT INFORMATION SYSTEMS IN INTERNATIONAL BUSINESS <i>Saonee Sarker</i>
23/7-27/7			
BREAK WEEK			
15 30/7-17/8	French Business Communication 1a + 1b <i>Josiane Peltier</i> Spanish Business Communication 1a + 1b <i>Ana María Monterde Rey</i> German Business Communication 1a + 1b <i>Hans-Joachim Schultze</i>		NONPROFIT MANAGEMENT <i>Dominika Mironska</i> INTERNATIONAL BUSINESS TO BUSINESS MARKETING <i>Sanjit Sengupta</i>
20/8-24/8			
BREAK WEEK			
27/8-31/8			
ORIENTATION WEEK FOR THE NEW STUDENTS			
¹ The types of the courses are marked with following fonts: REQUIRED CORE COURSES COURSES IN MAJOR AND METHODOLOGICAL STUDIES Language and communication courses			

MODULE 1 04/09 - 22/09 2017

MLI26C664	INTERCULTURAL MANAGEMENT	6 cr
Instructor:	Jacek Mironski	
Degree:	Ph.D. (The Warsaw School of Economics, Poland)	
Title and affiliation:	Professor in the International Management and Marketing Institute, The Warsaw School of Economics (Poland)	
Course description		
The course examines the complex challenges and opportunities that international managers face in the global business environment today. Among the topics covered are: theories of international management, culture's influence on conducting global business, managing the global workforce, building trust across cultures, cross-cultural negotiation, corporate social responsibility and ethics across borders.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand why employees at all levels need to manage cultural differences, 2) communicate more effectively with a multicultural workforce, 3) understand the challenges associated with international assignments, 4) learn cross-cultural negotiation strategies, 5) understand theory and practice of conflict resolution across cultures, 7) develop strategies for collaboration across cultures, 8) manage the communication of multicultural teams.		
MLI28A020	PRINCIPLES OF FINANCE	6 cr
Instructor:	Kathleen Henebry	
Degree:	Ph.D. (University of Illinois Urbana-Champaign, USA)	
Title and affiliation:	Associate Professor, University of Nebraska at Omaha (USA)	
Course description		
This course is intended to be a comprehensive introduction to the principles of financial management. Emphasis is given to major functions of financial management as they pertain to valuation, risk and risk-return trade-off, financial analysis and planning, and capital budgeting. The course will begin with discussions of the various fields of finance, the basic concepts of financial statements, security markets, interest rates, taxes, risk analysis and the time value of money. That knowledge will then be used to discuss several topics including, but not limited to, bond and stock valuation, the cost of capital, capital budgeting, capital structure and debt and derivative valuation.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) know and understand basic concepts and vocabulary of finance, 2) identify and assess the financial health of a company, 3) predict the financial position of a company in short-term frameworks, 4) understand and incorporate time value of money in decision making, 5) understand and evaluate expected benefits and risks of investment decisions, 6) understand and estimate a company's cost of funds, 7) evaluate capital expenditures proposals, and 8) understand valuation models of corporate securities including derivative investments.		
MLI26C662	COMPARATIVE CONSUMER BEHAVIOR	6 cr
Instructor:	Paurav Shukla	
Degree:	Ph.D. (North Gujarat University, India)	
Title and affiliation:	Professor of Marketing, University of Essex (UK)	
Course description		
In order to create successful marketing strategies managers first need to understand the complex way in which people behave as consumers. There is a significant body of knowledge that draws on research into understanding what human behavior underlies the processes involved in consumer decision making and behavior. This course provides an exploration of the complex dynamics of consumer behavior in diverse cultures around the globe. It is designed to develop an understanding of the psychological, social, and cultural influences on consumer behavior. Theoretical perspectives are employed to predict consumer response to different marketing stimuli in various parts of the world.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand the basic concepts and issues in consumer behavior, 2) recognize consumer issues as business problems and challenges in different markets, 3) learn how consumer behavior and marketing strategies influence each other, 4) understand how to make strategic recommendations based on consumer psychology and sociology, focusing on varying consumer segments, and 5) develop a deeper understanding of the role of culture in diverse parts of the world as it relates to consumer behavior.		

MLI26C651	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	6 cr
Instructor:	Russell Warhurst	
Degree:	Doctorate of Education (Leeds Metropolitan University, UK)	
Title and affiliation:	Reader in HRM, University of Northumbria (UK)	
Course description		
Human Resource Management deals with the activities by which organizations acquire, maintain, and effectively utilize human resources to achieve sustainable strategic objectives. The following topics are addressed with both a strong global perspective and a policy-maker - professional practitioner perspective being adopted throughout: The scope and development of HRM as a professional function; Strategic alignment and orientations of HRM; Enhancing the value-added by HRM activities; Strategic resourcing: to employ or to contract? Talent management for high performance working; Strategic recruitment and systematic selection; Learning and development for individual growth and organizational transformation; Performance management; Motivation and reward management; Communication, involvement and participation: towards the consensual organization. A range of professional simulations will enable the application of concepts to thereby prepare students for leadership roles in international human resource management.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand HR concepts and activities in an international environment, 2) develop the management capabilities required to acquire, select, maintain, and grow an international workforce, 3) learn how to design jobs and assess talent for high performance working in diverse enterprises, 4) create processes to evaluate employee performance and to grow superior workforce talent, 5) manage approaches designed to motivate staff through involvement and participation to perform exceptionally, 6) develop management skills for ethical effectiveness in multicultural environments.		

MLI26C664	INTERCULTURAL MANAGEMENT	6 cr
Instructor:	Christine Grosse	
Degree:	Ph.D. (University of North Carolina, USA)	
Title and affiliation:	Consultant, IELTS (USA)	
Course description		
The course examines the complex challenges and opportunities that international managers face in the global business environment today. Among the topics covered are: theories of international management, culture's influence on conducting global business, managing the global workforce, building trust across cultures, cross-cultural negotiation, corporate social responsibility and ethics across borders.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand why employees at all levels need to manage cultural differences, 2) communicate more effectively with a multicultural workforce, 3) understand the challenges associated with international assignments, 4) learn cross-cultural negotiation strategies, 5) understand theory and practice of conflict resolution across cultures, 7) develop strategies for collaboration across cultures, 8) manage the communication of multicultural teams.		

MLI28A020	PRINCIPLES OF FINANCE	6 cr
Instructor:	David Volkman	
Degree:	Ph.D. (University of Nebraska-Lincoln, USA)	
Title and affiliation:	Associate Professor, University of Nebraska at Omaha (USA)	
Course description		
This course is intended to be a comprehensive introduction to the principles of financial management. Emphasis is given to major functions of financial management as they pertain to valuation, risk and risk-return trade-off, financial analysis and planning, and capital budgeting. The course will begin with discussions of the various fields of finance, the basic concepts of financial statements, security markets, interest rates, taxes, risk analysis and the time value of money. That knowledge will then be used to discuss several topics including, but not limited to, bond and stock valuation, the cost of capital, capital budgeting, capital structure and debt and derivative valuation.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) know and understand basic concepts and vocabulary of finance, 2) identify and assess the financial health of a company, 3) predict the financial position of a company in short-term frameworks, 4) understand and incorporate time value of money in decision making, 5) understand and evaluate expected benefits and risks of investment decisions, 6) understand and estimate a company's cost of funds, 7) evaluate capital expenditures proposals, and 8) understand valuation models of corporate securities including derivative investments.		

MLI26C714	GENDER AND COMMUNICATION IN THE INTERNATIONAL WORKPLACE	6 cr
Instructor:	Josiane Peltier	
Degree:	Ph.D. (The University of Iowa, USA)	
Title and affiliation:	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
Course description		
This course considers diversity in the international workplace from a gender perspective and examines how men and women differently perceive, and participate in, work and other areas of life. Topics to be covered include work-life balance; cross-cultural diversity; the gender gap in earnings; sex segregation of occupations; and gender and managerial behavior. Case studies will be used to problematize gender issues in specific organizational contexts, and in society at large.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand basic theories and concepts related to gender and diversity, 2) understand and evaluate how gender is implicated in the roles assigned to, and played out by, men and women in work and other areas of life, 3) evaluate ways in which organizations can reconfigure existing structures to better promote/achieve gender equity, and 4) recognize how gender is differently constructed and perceived across cultures.		

MLI26C737 BUSINESS STRATEGIES FOR INTERNATIONAL NEW VENTURES 6 cr

Instructor: Tamar Almor
Degree: Ph.D. (Tel Aviv University, Israel)
Title and affiliation: Associate Professor, College of Management (Israel)

Course description

International new ventures (INVs) are businesses that operate at an international level in terms of resources as well as marketing and sales from the beginning of their existence. Many of such companies are start-ups, which are technology-based, although examples of INVs also exist in other industries. In this course students will develop an understanding of these new ventures, how they are established, how they grow and mature and how they compete in an international environment. Recent advances in the field will also be discussed and students will apply their acquired knowledge of INVs to particular countries, industries and companies.

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

1) understand how INVs are established and managed, 2) analyze how INVs create competitive advantages, use networks to succeed and overall compete in the international environment, 3) identify the key challenges such companies encounter, and 4) follow the life cycle of INVs, including how they mature as independent companies and develop exit strategies, such as M&As and buy-outs.

MLI26C664	INTERCULTURAL MANAGEMENT	6 cr
Instructor:	Josiane Peltier	
Degree:	Ph.D. (The University of Iowa, USA)	
Title and affiliation:	Visiting Lecturer, School of Business, Aalto University, Mikkeli (Finland)	
Course description		
The course examines the complex challenges and opportunities that international managers face in the global business environment today. Among the topics covered are: theories of international management, culture's influence on conducting global business, managing the global workforce, building trust across cultures, cross-cultural negotiation, corporate social responsibility and ethics across borders.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand why employees at all levels need to manage cultural differences, 2) communicate more effectively with a multicultural workforce, 3) understand the challenges associated with international assignments, 4) learn cross-cultural negotiation strategies, 5) understand theory and practice of conflict resolution across cultures, 7) develop strategies for collaboration across cultures, 8) manage the communication of multicultural teams.		

MLI28A020	PRINCIPLES OF FINANCE	6 cr
Instructor:	Graham Mitenko	
Degree:	Ph.D. (The University of Memphis, USA)	
Title and affiliation:	Associate Professor, University of Nebraska at Omaha (USA)	
Course description		
This course is intended to be a comprehensive introduction to the principles of financial management. Emphasis is given to major functions of financial management as they pertain to valuation, risk and risk-return trade-off, financial analysis and planning, and capital budgeting. The course will begin with discussions of the various fields of finance, the basic concepts of financial statements, security markets, interest rates, taxes, risk analysis and the time value of money. That knowledge will then be used to discuss several topics including, but not limited to, bond and stock valuation, the cost of capital, capital budgeting, capital structure and debt and derivative valuation.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) know and understand basic concepts and vocabulary of finance, 2) identify and assess the financial health of a company, 3) predict the financial position of a company in short-term frameworks, 4) understand and incorporate time value of money in decision making, 5) understand and evaluate expected benefits and risks of investment decisions, 6) understand and estimate a company's cost of funds, 7) evaluate capital expenditures proposals, and 8) understand valuation models of corporate securities including derivative investments.		

MLI26C200	COMPETING WITH EAST ASIAN FIRMS	6 cr
Instructor: NEW	Masaaki Kotabe	
Degree:	Ph.D. (Michigan State University, USA)	
Title and affiliation:	The Washburn Chair Professor of International Business and Marketing, Temple University (USA)	
Course description		
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.		
Learning outcomes 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.		

MLI26C201	CORPORATE GOVERNANCE	6 cr
Instructor:	Bruce Hearn	
Degree:	Ph.D. (Kings College London, University of London, UK)	
Title and affiliation:	Senior Lecturer in Finance, University of Sussex (UK)	
Course description		
<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>		
Learning outcomes 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 06/11 - 24/11 2017

MLI26C727	INNOVATION MANAGEMENT IN THE GLOBAL ECONOMY	6 cr
Instructor:	Henrik Dellestrand	
Degree:	Ph.D. (Uppsala University, Sweden)	
Title and affiliation:	Associate Professor of International Business, Uppsala University (Sweden)	
Course description:	<p>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.</p> <p>Learning outcomes for this course, upon successful completion, include the ability to:</p> <p>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.</p>	

MODULE 5 27/11 - 15/12 2017

MLI26C010	INTERNATIONAL MARKETING	6 cr
Instructor:	Sergio Carvalho	
Degree:	Ph.D. (Baruch College, CUNY, USA)	
Title and affiliation:	Associate Professor, Dalhousie University (Canada)	
Course description	<p>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.</p> <p>Learning outcomes for this course, upon successful completion, include the ability to:</p> <p>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.</p>	

MODULE 6 08/01 - 26/01 2018

MLI26C720	INVESTMENTS AND PORTFOLIO MANAGEMENT	6 cr
Instructor:	Andres Ramirez	
Degree:	Ph.D. (University of South Carolina, Moore School of Business, USA)	
Title and affiliation:	Associate Professor, Bryant University (USA)	
Prerequisites:	basic course in finance	
Course description		
This hands-on course examines the valuation, selection and management of financial assets in a global market context. Including: concepts associated with efficient capital markets; behavioral finance; modern portfolio theory; asset pricing models; security valuation principles and practices; introductory analysis and management of different asset classes such as bonds, common stocks, FX, commodities and derivative securities; portfolio performance evaluation procedures; and a review of current trends in securitization and innovations such as Social Impact Bonds and Crowd Funding.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) formulate a description of the overall investment process, 2) demonstrate knowledge of various financial instruments and asset classes, including trading aspects, 3) present basic capital market information and compare the historical risk-return experiences from a global markets perspective, and 4) implement and evaluate various portfolio performance measures.		

MLI26C633	BRAND MANAGEMENT	6 cr
Instructor:	Marcio Mota	
Degree:	Ph.D. (University of Fortaleza, Brazil)	
Title and affiliation:	Associate Professor, State University of Ceara (Brazil)	
Course description		
An exploration of the characteristics, valuation, and management of brands in international business. The course examines brands as a strategic intangible asset, drawing on managerial, consumer, and cultural perspectives.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) know and understand concepts of brand management, 2) understand the relationship between brand management and brand equity, 3) know and understand the process of building brand equity, particularly in international contexts, 4) understand how brands are valued as an intangible asset, and 5) know and understand the challenges of how brands are managed in a turbulent global business environment.		

MLI26C652	INTERNATIONAL ORGANIZATIONAL BEHAVIOR	6 cr
Instructor:	Diya Das	
Degree:	Ph.D. (Syracuse University, Whitman School of Management, USA)	
Title and affiliation:	Associate Professor, Bryant University (USA)	
Course description		
International organizational behavior attempts to understand, predict, and influence the behavior in individuals and in organizations operating in the global environment. This course covers key models and theories of individual behavior and learning in organizations, 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.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand and use the basic theories and models applied to collective behavior in formal and informal global organizations, 2) predict the behavior in global organizations, and 3) influence the behavior of individuals in global organizations to achieve mutual benefit.		

MLI31A002	PRINCIPLES OF ECONOMICS	6 cr
Instructor:	Oleg Pavlov	
Degree:	Ph.D. (University of Southern California, USA)	
Title and affiliation:	Associate Professor, Worcester Polytechnic Institute (USA)	
Course description		
The purpose of this course is to introduce students to the principles of economics. It distinguishes between microeconomics and macroeconomics with a stronger emphasis on the latter. The microeconomics section addresses the topics of scarcity, opportunity cost, demand and supply, elasticity, cost theory and market structures. The macroeconomics section addresses topics such as trends in real economic variables, production and growth, theory of income determination, the consumption function, fiscal policy and monetary policy.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) know and understand the key principles of economics underlying the market and the economy, 2) calculate real economic variables, such as real GDP, inflation and unemployment rates and be familiar with important international economic databases, 3) know and understand how fundamental economic theory applies to international business, 4) understand how aggregate variables such as inflation and unemployment behave and how the government and Central Banks can influence their behavior, and 5) understand the impact of economic fluctuations at a domestic and international level.		
MLI26C704	BUSINESS CONSULTING IN THE GLOBAL ECONOMY	6 cr
Instructor:	Naomi Birdthistle	
Degree:	Ph.D. (University of Limerick, Ireland)	
Title and affiliation:	Associate Professor, Swinburne University of Technology (Australia)	
Course description		
The focus of this course is on the nature and role of business consulting, along with specific issues common to business consulting. Special attention is given to firms that have or show interest in developing international market potential. Attention is also given to understanding and developing the unique skills required for the consulting process.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand the principles and processes of management consultancy, 2) knowing and understanding the importance of analytical frameworks when approaching business opportunities and challenges, 3) develop, conduct, and integrate primary secondary research with primary research, 4) understand the value of effective communication in business consulting and 5) develop and improve skills in report writing, time management skills, and project management.		

MLI28C060	CORPORATE FINANCE	6 cr
Instructor:	NEW Thomas Berry	
Degree:	Ph.D. (University of Missouri, USA)	
Title and affiliation:	Professor, DePaul University (USA)	
Prerequisites:	basic course in finance	
Course description		
This course examines the theory and practice of corporate finance. Emphasis is given to topics covered in the field of corporate finance such as dividend policy, capital structure, debt financing, financial planning, credit and cash management, mergers, acquisitions and corporate control and governance.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) show 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.		

MLI31C020	INTERMEDIATE MICROECONOMICS	6 cr
Instructor:	Kristina Terkun Castro	
Degree:	Ph.D. (Clemson University, USA)	
Title and affiliation:	Assistant Professor, Our Lady of the Lake University (USA)	
Prerequisites:	basic course in economics	
Course description		
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.		
Learning outcomes 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.		

MLI26C731	LEADERSHIP	6 cr
Instructor:	Elysebeth Leigh	
Degree:	Ed.D. (University of Technology, Sydney, Australia)	
Title and affiliation:	Lecturer, University of Technology, Sydney (Australia)	
Course description		
This course will provide a framework for understanding leadership from three perspectives: theoretical models of leadership, self-assessment of leadership, and being lead. Particular focus will be paid to effective leadership, including formal leadership and peer leadership. Through case studies, team exercises, assessments, and developmental activities, students can expect to critically analyze their own and others' leadership styles, and learn tools specifically designed to improve their personal leadership potential.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand core competencies of effective leadership; 2) understand the importance of motivation, power, and team dynamics for effective leadership; 3) understand the roles of decision-making and delegation in developing leadership style; 4) apply theories of leadership in order to better understand how and why leadership works; 5) recognize situational demands for specific leadership styles, including the development of skills for leading in asymmetric or uncertain contexts; and 6) self-analyze leadership strengths and weaknesses in order to set personal leadership goals.		

MODULE 9 12/03 - 30/03 2018 (30/3 no class)

MLI26C726 MANAGERIAL ACCOUNTING FOR GLOBAL BUSINESS 6 cr

Instructor: Barbara Edwards
Degree: Ed.D. (Simon Fraser University, Canada)
Title and affiliation: Senior Lecturer, Simon Fraser University (Canada)
Prerequisites: **basic course in accounting**

Course description

This course introduces the accounting information used inside an organization to make decisions, evaluate performance, and control operations. The course will develop skills for evaluating the relevance and usefulness of information measured using different management accounting methods for a variety of business purposes. The course will also introduce the internal use of nonfinancial information, including measures related to an organization's strategic, ethical, social, and environmental goals. The focus of this course is on the use of accounting information rather than the preparation of that information.

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

1) apply terminology and concepts that describe the behavior of costs and profits, 2) analyze the decision usefulness of information from traditional management accounting methods, including job costing, cost allocation, and standard costs, 3) identify relevant costs for decisions such as outsourcing, products, and customers, 4) prepare a master budget and evaluate the reasons for budget variances, 5) assess the relevance and behavioral implications of alternative performance measures, and 6) evaluate performance measures, taking into account potentially competing goals.

MLI26C600 ENTREPRENEURSHIP IN THE GLOBAL ECONOMY 6 cr

Instructor: Dianne Welsh
Degree: Ph.D. (University of Nebraska, USA)
Title and affiliation: Professor, University of North Carolina at Greensboro (USA)

Course description

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

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

1) understand how entrepreneurial activity is a part of capital market activity; 2) identify the bases for successful new venture creation and growth; 3) assess the feasibility for a venture to achieve success; and 4) prepare a business model and plan including pro forma financial projections.

MODULE 10 09/04 - 27/04 2018

MLI21C617	OPERATIONS MANAGEMENT	6 cr
Instructor:	Bruno Silvestre	
Degree:	Ph.D. (Pontifical Catholic University of Rio de Janeiro, Brazil)	
Title and affiliation:	Associate Professor, University of Manitoba (Canada)	
Course description		
An examination of the essential concepts, methods and practices of operations management. Key topics covered include operations strategy, quality control, process design, capacity management, location and layout, planning materials, scheduling, just-in-time operations and performance measurement.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand the essential concepts and processes of operations management, 2) determine operations management tasks from the business strategy and establish performance objectives, 3) plan and schedule capacity, equipment, materials and labor for a given level of activity and level of service, 4) measure and analyze operational quality, and 5) review and assess methods and strategies for improvement in operations.		

MLI26C653	INTERNATIONAL BUSINESS STRATEGY	6 cr
Instructor: NEW	Andrew Bradly	
Degree:	Ph.D. (The Australian National University, Australia)	
Title and affiliation:	Senior Lecturer, Australian National University (Australia)	
Course description		
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.		
Learning outcomes 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 02/05 - 18/05 2018

MLI31C030	INTERMEDIATE MACROECONOMICS	6 cr
Instructor:	Subhadra Ganguli	
Degree:	Ph.D. (University of California Riverside, USA)	
Title and affiliation:	Associate Professor, Ahlia University (Bahrain)	
Prerequisites:	basic course in economics	
Course description		
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.		
Learning outcomes 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.		

MLI26C698	DESTINATION MARKETING	6 cr
Instructor:	Dale Fodness	
Degree:	Ph.D. (The Florida State University, USA)	
Title and affiliation:	Associate Professor of Marketing, University of Dallas (USA)	
Course description		
This course explores the concepts of international competition in generating investment, attracting mobile experts, developing creative talent, and cultivating tourism. The course combines studies in marketing, regional development, public & private sector economic policy issues, and strategy. Attention also is given to local and regional development strategies in Finland, other Nordic countries, and elsewhere. Students will have opportunity to choose their own geographic areas of interest, to analyze existing marketing plans, and to suggest improved strategies.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand and disaggregate the economic impact of place or destination marketing, 2) analyze the 'footprint' of major regional institutions such as universities, 3) recognize the interrelationships of public and private sector employment, the local tax base, public services, and the desirability of a particular locality, 4) wield marketing (and other) tools to make a given place more attractive, and 5) better appreciate a range of more-or-less dynamic geographic sub-regions.		

MODULE 12 21/05 - 08/06 2018

MLI26C202	FINANCIAL ACCOUNTING FOR GLOBAL BUSINESS	6 cr
Instructor:	Barbara Edwards	
Degree:	Ed.D. (Simon Fraser University, Canada)	
Title and affiliation:	Senior Lecturer, Simon Fraser University (Canada)	
Prerequisites:	basic course in accounting	
Course description		
This course presents a conceptual framework for financial reporting. Students will learn basic bookkeeping and how to prepare, present and analyze financial statements.		
Learning outcomes 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.		

MLI26C679	INTERCULTURAL NEGOTIATIONS	6 cr
Instructor:	James Kennelly	
Degree:	Ph.D. (New York University, USA)	
Title and affiliation:	Professor, Skidmore College (USA)	
Course description		
Negotiations are an ongoing part of the personal, professional, and political world in which we live and operate. Business negotiations are conducted for a variety of purposes, such as employment contracts, supplier-buyer performance contracts, and to resolve contractor-client disputes, to name a few examples. In international business it is essential to take into account the intercultural context for negotiations, whether hiring employees abroad or obtaining a permit from a foreign government. The primary goal of this course is to examine negotiations in light of both practical and broader theoretical frameworks as well as in various cultural contexts. Students will analyze various models of negotiations, discuss the nature of the bargaining process and learn about the strategy and tactics of negotiating. The course will also assist students in developing skills that can be used to manage and resolve conflict.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) analyze negotiations and conflict in a variety of intercultural contexts, 2) understand one's own negotiation style, skills and limitations, 3) select an appropriate negotiation strategy, 4) recognize common pitfalls that can result in sub-optimal agreements, as well as ways to avoid them, and 5) trace the complexity and outcomes of negotiations in which one is not directly involved but may be affected by them.		

MLI26C730	CONSUMER CULTURE	6 cr
Instructor:	Maurice Patterson	
Degree:	Ph.D. (University of Warwick, UK)	
Title and affiliation:	Lecturer in Marketing, University of Limerick (Ireland)	
Course description		
This course takes a multidisciplinary approach to the study of consumption, describing key theories from such fields as sociology, social psychology, social theory, cultural studies, material culture and cultural anthropology, as they relate to consumer culture. Distinct from psychologically oriented and experimentally driven sub-fields of consumer research (e.g. consumer psychology; consumer behavior), Consumer Culture research is mainly qualitative in its methodologies and methods, and relatively critical in its perspectives. Central streams of inquiry seek to advance consumer research knowledge by illuminating sociocultural processes and structures related to 1) consumer identity projects, 2) marketplace cultures, 3) the socio-historic patterning of consumption, and 4) mass-mediated marketplace ideologies and consumers' interpretive strategies.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) understand the key concepts, theories, and frameworks of consumer culture theory and interpretive consumer behavior; 2) apply these concepts, theories, and frameworks in critically examining and analyzing consumption in different international contexts 3) conduct consumer/market research and interpret the results for managerial implications.		

MLI26C707	ENVIRONMENTAL ECONOMICS	6 cr
Instructor:	Rita Buckley	
Degree:	Ph.D. (University of Limerick, Ireland)	
Title and affiliation:	Lecturer, Kemmy Business School, University of Limerick (Ireland)	
Recommended prerequisites:	basic course in economics	
Course description		
The primary focus of the course is to understand the nature, scope and key concepts of environmental economics and the relationship between the economy and the environment, including the notion of “optimal level of pollution.” The tools of environmental analysis, the principles of demand and cost and the elements of economic efficiency in market and in non-market activities are also explored, a key notion here is that of ‘Market failure’. Key techniques of environmental analysis (like cost benefit analysis) are addressed. Attention is also given to concepts and dynamics of “Polluter Pays Principle” and public policy instruments (e.g. environmental taxes, subsidies, permits). Theories on the optimal allocation of renewable resources with specific application to forestry and fisheries are developed. This is followed by an investigation of the main theoretical and practical issues relating to exhaustible resources (e.g. energy). The analytical tools and principles developed earlier are applied to current developments in environmental policy in the EU and globally.		
Learning outcomes for this course, upon successful completion, include the ability to:		
1) know essential concepts and dynamics in environmental economics, 2) develop basic and critical appreciation of economics as applied to the environment and natural resources, 3) understand the connection between environmental quality and the economic behavior of individuals and other key economic agents, 4) relate environment and resource analysis to real world issues and circumstances through the use of practical problems and policies.		

MODULE 14 02/07 - 20/07 2018

MLI26C203	BUSINESS AND MANAGEMENT OF DIGITAL MEDIA PRODUCTION	6 cr
Instructor:	NEW Rustin Greene	
Degree:	M.F.A. (University of Minnesota, USA)	
Title and affiliation:	Professor, James Madison University (USA)	
Course description		
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.		
Learning outcomes 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.		

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

MODULE 15 30/07 - 17/08 2018

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

MLI26C681	INTERNATIONAL BUSINESS TO BUSINESS MARKETING	6 cr
Instructor:	Sanjit Sengupta	
Degree:	Ph.D. (University of California, Berkeley, USA)	
Title and affiliation:	Professor of Marketing, San Francisco State University (USA)	
Course description		
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.		
Learning outcomes 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.		

27/08 - 31/08 2018 Orientation week for the new students
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