

Course Code and Title	
MLI21A030 Introduction to Management	6 cr
Learning Outcomes and Content	
<p>Learning outcomes 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.</p> <p>Content: 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. Sustainability is discussed in the course as an essential element of contemporary management, within a corporate governance framework.</p>	

Instructor Name and Profile
<p>Patrick Simek spent more than 15 years in business and consulting before adding management education to his portfolio of activities in 2015 when he started teaching economics and law to baccalaureate students at a vocational school in Fribourg, Switzerland. He also served as a principal of the school. Currently he is a lecturer in management at the Zurich University of Applied Sciences, the Swiss Institute for Business Administration in Zurich, a visiting lecturer in finance at Jiangxi Normal University in China, and a visiting lecturer for strategy and business models at Ecole Supérieure de Commerce (ESCA) in Casablanca, Morocco.</p> <p>Patrick began his career with the management consultancy Kearney in 1996, where he was involved in strategy and reengineering projects in the airline, telecom and railway industry. Between 1999 and 2004 he researched the restructuring and privatisation process of German railway operator Deutsche Bahn AG in Berlin. During this period, he worked in various managerial positions at Deutsche Bahn, as well as a facilitator for the strategy consulting company Metaplan in Hamburg.</p> <p>Patrick subsequently graduated with a PhD in economics from Cambridge University on the "Privatisation and Corporate Governance of Deutsche Bahn AG (German Rail)". In 2005, he joined global freight forwarder Panalpina as a corporate project manager at their head office in Basel, Switzerland to work on the integration of the IT landscape and its greater alignment with core business processes. He then moved on to Swiss Post International as Head of Global Transport Logistics, responsible for the management and development of the company's global transport network. Later, Patrick managed IT projects at European clients for a Swiss software company before working as an independent consultant with his own clients.</p>

Email Address

patrick.simek@yahoo.ca

Office Hours

Monday through Thursday 16:00 – 17:00 (right after class) or any time by appointment

Required Reading

Kinicki, A. and Williams, B.K. **Management** (2022). 10th edition. McGrawHill Education.
This book also exists as an Ebook.

Drucker, P. (1954) **The Practice of Management**. Link to Ebook (type in the title in the search field):

https://primo.aalto.fi/permalink/358AALTO_INST/ha1cg5/alma998242124406526

Recommended additional resources will be provided in the syllabus. To obtain the titles, go to

<https://primo.aalto.fi>

and type in the title of the article in the search field.

Course Schedule

Deduction due to an absence on the first day of the course: 5 points (on a 100-point scale) will be deducted from the student's final raw score before converting it to the final grade. If a student is absent on the first day due to illness, and provides the Manager of Academic Operations with a medical certificate, the 5-point deduction will be waived. The Manager of Academic Operations will then inform the instructor of the waived deduction.

Session # and Date	Topic/s	Assignment/s
Session 1: 09.10.2023, 1-4 pm	<p>Theme: Introduction, getting curious about and developing ideas about management</p> <p>Opening discussion: "Why are you here?" (15)</p> <p>Instructor introduction – "Who is Patrick and what has Patrick experienced in life and management so far?" (5)</p> <p>Course overview (30)</p> <ul style="list-style-type: none"> • Course structure and work style • Learning targets for the 15 days • Breaks • Grading • Reading and out of class work expectations <p>Lecture: The Art of Management defined, the rewards of studying management (15)</p> <p>Case Study: "Delta Airlines and fire at Atlanta airport" (discuss and prepare in breakout groups, review in plenary) (45)</p> <p>Video: Ken Chenault, the former CEO of American Express, and his winning leadership style. (10)</p> <p>Discussion (20)</p>	<p>Required Readings for session 2:</p> <p>Management: Chapter 1, "The exceptional manager, What you do, how you do it" pp 3-37.</p> <p>Drucker, P. (1954) The Practice of Management. Chapter 1, "The Role of Management" p.3-5.</p>

<p>Session 2:</p> <p>10.10.2023, 1-4 pm</p>	<p>Approaches and their historical evolution.</p> <p>Course overview, continued (10)</p> <ul style="list-style-type: none"> • Course structure • Learning targets for the 15 days • Graded elements, applied classroom sessions <p>Lecture and discussion: The management process, Levels and areas of management, roles, skills, challenges of a manager. (60)</p> <p>Group Exercise: How well do managers manage their time? (10)</p> <p>Objectives</p> <ul style="list-style-type: none"> • To see how time is allocated in a top management position. • To start to think about how you might spend your time in a (top) management position. • To see what you think about this kind of job and what functions are performed. <p>Discussion (20)</p> <p>Introduction of “The Experiential activity” – an activity all of you participate in to practice, experience and reflect about the 4 principal functions of management (planning, organizing, leading, controlling). Patrick introduces the vision and some basic parameters (20)</p>	<p>Required Readings for session 3:</p> <p>Management: Chapter 2, “Management Theory” pp. 42-68</p> <p>Deliverable: Start to think individually what and how you would like to contribute to the experiential activity.</p> <p>Which task would you want to take on? Do you have any particular talent, competence or skill, which might be especially valuable for the overall activity?</p> <p>Which function of management (planning, organizing, leading, controlling) do you most likely see yourself adding most value?</p> <p>Make notes of your ideas and thoughts.</p>
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<p>Session 3: 11.10.2023, 1-4 pm</p>	<p>Theme: Management Theories, Approaches and their historical evolution.</p> <p>Lecture and discussion: Development of current perspectives on management. (75)</p> <p>Application Application of Behavioral Science Approach: The Open-Plan Office—Productivity Enhancer or Productivity Killer? (60)</p> <p>(See handout on MyCourses)</p> <p><u>Introduction to McGrawHill Connect – how to work with it, grading, questions</u> (15)</p>	<p>Required Readings for session 4:</p> <p>Management: Chapter 5, “Planning” pp 156-178.</p> <p>“The CEO of Levi Strauss on Leading an Iconic Brand Back to Growth”. Harvard Business Review. July/August 2018. (on primo)</p>
<p>Session 4: 12.10.2023, 1-4 pm</p>	<p>Theme: Planning</p> <p>Lecture and discussion: Planning, the foundation of successful management. (60)</p> <p>Video: “Booster fuels”: (5)</p> <p>Small Group Work: Devise a plan that will enable Booster Fuels to maintain its competitive advantage” (20)</p> <p>Discussion of proposed approaches (15)</p> <p>Activity and Discussion: Provide examples of Levi Strauss’ strategic, tactical, and operational plans aimed at revitalizing the fading brand. How are Levi Strauss’ plans self-reinforcing? Evaluate the extent to which the firm’s strategy is consistent with its mission, vision, and values. (30)</p> <p>Divide Class up into 8 groups for applied classroom sessions (20)</p>	<p>Required Readings for session 5:</p> <p>Management: Chapter 6, “Strategic Management” pp. 188-211.</p>

<p>Session 5</p> <p>13.10.2023, 1-4 pm</p>	<p>Theme: Planning - Strategic Management</p> <p>Lecture and discussion: Strategic Management: principles, steps, competition, formulating strategy, execution. (60)</p> <p>(Only if there is time left): Start working on graded team task: "Aalto University School of Business Strategic Plan" (see handout) and start with the work. You will be divided into groups of 5.</p>	<p>Required Readings for session 6:</p> <p>Management: Chapter 7, "Individual and group decision making" pp. 238-269.</p> <p>Drucker, P. (1954) The Practice of Management. Chapter 8, "Today's decisions for tomorrow's results" p.88-94.</p> <p>Deliverable: Graded Team Task 1 Aalto University School of Business Strategic Plan</p> <p>Follow the instructions on the handout.</p> <p>Post to MyCourses by 23:59 Finnish Time, 15.10.2023</p> <p>Limit your submission to 2 pages of text (typed with 11 or 12 font-size) plus 1 additional page of exhibits (graphs, calculations, tables, diagrams, photographs, etc.).</p>
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<p>Session 6:</p> <p>16.10.2023, 1-4 pm</p>	<p>Discussion on strategic management (30)</p> <ol style="list-style-type: none"> 1. Why is it important for an organization—whether private, public, or non-profit—to have a strategic plan? Explain your rationale. 2. Do you think that a strategic plan can ever be totally accurate? Why or why not? 3. Who do you think should be involved in developing and maintaining a strategic plan? 4. How would you grade (5 through 1) the strategic plan of Aalto School of Business? Explain your rationale. <p>Theme: Planning - Decision Making</p> <p>Lecture and discussion: Individual and Group Decision Making. Ethics in decision making. Rational and non-rational decision making. Evidence-based management, Decision making styles, group decision making. (70)</p> <p>Case Study, Discussion and Exercise: Starbucks decides to enter the Italian market. (80)</p> <p>Watch CBC report video (in plenary) (2).</p> <p>Read through article: “Why It Took Starbucks 47 Years To Open A Store In Italy” (by yourself, in class, on MyCourses)</p> <ol style="list-style-type: none"> 1. Analyze Starbucks’s decision to open its first coffee shop in Italy. (by yourself) 2. Do you believe this was a good decision? (Discussion, in plenary) 3. Apply the four steps of the rational decision-making process that Starbucks could apply when deciding international markets to which it would like to expand. (Pair work with your neighbour) 4. Can we always apply the rational decision making process? (Discussion, in plenary) 	<p>Required Readings for session 7:</p> <p>Management: Chapter 8, “Organizational Culture, Structure & Design”. pp. 280-313.</p> <p>Deliverable:</p> <p>Graded Individual Task 1 Work through “Decision Making: A Bridge Over Troubled Water” on MGH Connect by 16.10.2023, 23:59</p> <p>Graded Team Task 2 (“Organizing” Group only):</p> <p>Plan a classroom session lasting 75’ including activities to apply the theory, engage the entire class and stimulate a discussion covering the main aspects of the reading for your topic.</p> <p>Your group will receive the complete set of Patrick’s lecture slides on your topic in advance</p> <p>Deadline: Be ready for session 7!</p>
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<p>Session 7:</p> <p>17.10.2023, 1-4 pm</p>	<p>Theme: Organizing</p> <p>Lecture (by Patrick): Aligning strategy with structure, culture and culture change, elements of an organization, organizational structures, factors affecting the design of organizational structures (75)</p> <p>Theory applied session (led by “Organisation” group) (75)</p>	<p>Required Readings for session 8:</p> <p>Management: Chapter 9, “Human Resource Management: Getting the right people for managerial success”. pp. 322-351.</p> <p>Drucker, P. (1954) The Practice of Management. Chapter 20, “Employing the whole man” p.262-272.</p> <p>Deliverable:</p> <p>Graded Individual Task 2 Work through “Organizational Structure, Getting Swole Into Shape” on MGH Connect by 17.10.2023, 23:59</p> <p>Graded Team Task 2 (“Organization – Human Resource Management” Group only):</p> <p>Plan a classroom session lasting 75’ including activities to apply the theory, engage the entire class and stimulate a discussion covering the main aspects of the reading for your topic.</p> <p>Your group will receive the complete set of Patrick’s lecture slides on your topic in advance</p> <p>Deadline: Be ready for session 8!</p> <p>Graded Team Task 3 (“Organizing” Group only):</p> <p>Write a synthesis of your applied session.</p> <p>Post to MyCourses by 23:59, 17.10.2023</p>
<p>Session 8:</p> <p>18.10.2023, 1-4 pm</p>	<p>Theme: Organizing - Human Resource Management</p> <p>Lecture (by Patrick): Getting the right people. Recruiting the right people. Compensation, performance feedback, promotions, dismissals. (75)</p> <p>Theory applied session (led by “Organisation – Human Resource Management” group) (75)</p>	<p>Required Readings for session 9:</p> <p>Management: Chapter 10, “Organizational Change and Innovation: Lifelong Challenges”. pp. 374-400.</p> <p>Deliverable:</p> <p>Graded Individual Task 3 Work through “Hiring at Data Corp.” on MGH Connect by 18.10.2023, 23:59</p> <p>Graded Team Task 2 (“Organization – Organizational Change and Innovation” Group only):</p> <p>Plan a classroom session lasting 75’ including activities to apply the theory, engage the entire class and stimulate a discussion covering the main aspects of the reading for your topic.</p> <p>Your group will receive the complete set of Patrick’s lecture slides on your topic in advance</p> <p>Deadline: Be ready for session 9!</p> <p>Graded Team Task 3 (“Organization – Human Resource Management” Group only):</p> <p>Write a synthesis of your applied session.</p> <p>Post to MyCourses by 23:59, 18.10.2023</p>

<p>Session 9: 19.10.2023, 1-4 pm</p>	<p>Theme: Organizing - Organizational Change and Innovation</p> <p>Lecture (by Patrick): Causes and types of change, models, organizational development, types and approaches of innovation, threats to innovation and change (75)</p> <p>Theory applied session (led by "Organisation – Organizational Change and Innovation" group) (75)</p>	<p>Required Readings for session 10:</p> <p>Management: Chapter 11, "Managing Individual Differences and Behavior: Supervising people as people" pp. 410-437.</p> <p>Deliverable:</p> <p>Graded Individual Task 4 Work through "Change Management, A Fresh New Idea" on MGH Connect by 19.10.2023, 23:59</p> <p>Graded Team Task 2 ("Leading – Diverse People" Group only):</p> <p>Plan a classroom session lasting 75' including activities to apply the theory, engage the entire class and stimulate a discussion covering the main aspects of the reading for your topic.</p> <p>Your group will receive the complete set of Patrick's lecture slides on your topic in advance</p> <p>Deadline: Be ready for session 10!</p> <p>Graded Team Task 3 ("Organisation – Organizational Change and Innovation" Group only):</p> <p>Write a synthesis of your applied session.</p> <p>Post to MyCourses by 23:59, 19.10.2023</p>
<p>Session 10: 20.10.2023, 1-4 pm</p>	<p>Theme: Leading – Diverse people</p> <p>Lecture (by Patrick): Managing individual differences and behavior: personality, values, attitudes, perception, diversity (30)</p> <p>Theory applied session (led by "Leading – Diverse People" group) (75)</p>	<p>Required Readings for session 11:</p> <p><u>NO READING FOR SESSION 11!</u></p> <p>Deliverable:</p> <p>Graded Individual Task 5 Work through "Diversity and Perception: Piecing it together" on MGH Connect by 20.10.2023, 23:59</p> <p>Graded Team Task 3 ("Leading – Diverse people" Group only):</p> <p>Write a synthesis of your applied session.</p> <p>Post to MyCourses by 23:59, 20.10.2023</p>

<p>Session 11: 23.10.2023, Start at 1 pm Time: tbd</p> <p>Keep your whole afternoon free!</p>	<p>EXPERIENTIAL ACTIVITY</p> <p>Location: tbd</p> <p>Order of the day: based on the result of your planning and execution!</p>	<p>Required Readings for session 12:</p> <p>Management: Chapter 12, "Leading - Motivating Employees" pp. 456-493.</p> <p>Graded Team Task 2 ("Leading – Motivating Employees" Group only):</p> <p>Plan a classroom session lasting 75' including activities to apply the theory, engage the entire class and stimulate a discussion covering the main aspects of the reading for your topic.</p> <p>Your group will receive the complete set of Patrick's lecture slides on your topic in advance</p> <p>Deadline: Be ready for session 12!</p>
<p>Session 12: 24.10.2023, 1-4 pm</p>	<p>Theme: Leading – Motivating Employees</p> <p>Lecture and (by Patrick): Motivating employees: the role of motivation, employees' needs, process perspectives on motivation, job design, monetary and non-monetary motivation. (75)</p> <p>Theory applied session (led by "Leading – Motivating Employees" group) (75)</p>	<p>Required Readings for session 13:</p> <p>Management: Chapter 14, "Power, Influence and Leadership" pp. 534-570.</p> <p>Drucker, P. (1954) The Practice of Management. Chapter 13, "The spirit of an organisation" p.125-138.</p> <p>Strongly recommended reading:</p> <p>"Narcissistic Leaders: The Incredible Pros, The Inevitable Cons". Harvard Business Review. January_February 2000.</p> <p>Deliverable:</p> <p>Graded Individual Task 6 Work through "Expectancy Theory: Aloha Motivation!" on MGH Connect by 24.10.2023, 23:59</p> <p>Graded Team Task 2 ("Leading – From Becoming a Manager to Becoming a Leader" Group only):</p> <p>Plan a classroom session lasting 75' including activities to apply the theory, engage the entire class and stimulate a discussion covering the main aspects of the reading for your topic.</p> <p>Your group will receive the complete set of Patrick's lecture slides on your topic in advance</p> <p>Deadline: Be ready for session 13!</p> <p>Graded Team Task 3 ("Leading – Motivating Group only):</p> <p>Write a synthesis of your applied session.</p> <p>Post to MyCourses by 23:59, 24.10.2023</p>

<p>Session 13:</p> <p>25.10.2023, 1-4 pm</p>	<p>Theme: Leading – From Becoming a Manager to Becoming a Leader</p> <p>Lecture (by Patrick): Appropriate use of power and influence, traits and characteristics of successful leaders, situational leadership, transformational leadership (75)</p> <p>Theory applied session (led by “Leading – From Becoming a Manager to Becoming a Leader” group) (75)</p>	<p>Required Readings for session 14:</p> <p>Management: Chapter 15, “Interpersonal and Organizational Communication” pp. 580-622.</p> <p>Deliverable:</p> <p>Graded Individual Task 7 Work through “Leadership: Transactional vs. Transformational Leadership” on MGH Connect by 25.10.2023, 23:59</p> <p>Graded Team Task 2 (“Communication” Group only):</p> <p>Plan a classroom session lasting 75’ including activities to apply the theory, engage the entire class and stimulate a discussion covering the main aspects of the reading for your topic.</p> <p>Your group will receive the complete set of Patrick’s lecture slides on your topic in advance</p> <p>Deadline: Be ready for session 14!</p> <p>Graded Team Task 3 (“Leading – From Becoming a Manager to Becoming a Leader Group only):</p> <p>Write a synthesis of your applied session.</p> <p>Post to MyCourses by 23:59, 25.10.2022</p>
<p>Session 14:</p> <p>26.10.2023, 1-4 pm</p>	<p>Theme: Communication</p> <p>Lecture (by Patrick): The communication process, communication channels, barriers and how to overcome them, effective use of social media, improving communication effectiveness (75)</p> <p>Theory applied session (led by “Communication” group) (75)</p>	<p>Required Readings for session 15:</p> <p>Management: Chapter 16, “Controlling – Control Systems and Quality Management” pp. 630-670.</p> <p>Deliverable:</p> <p>Graded Individual Task 8 Work through “Cyberloafing: Balancing Communication Priorities” on MGH Connect by 26.10.2023, 23:59</p> <p>Graded Team Task 2 (“Controlling” Group only):</p> <p>Plan a classroom session lasting 75’ including activities to apply the theory, engage the entire class and stimulate a discussion covering the main aspects of the reading for your topic.</p> <p>Your group will receive the complete set of Patrick’s lecture slides on your topic in advance</p> <p>Deadline: Be ready for session 15!</p> <p>Graded Team Task 3 (“Controlling – Control Systems and Quality Management” Group only):</p> <p>Write a synthesis of your applied session.</p> <p>Post to MyCourses by 23:59, 26.10.2023</p>

<p>Session 15:</p> <p>27.10.2023, 1-4 pm</p>	<p>Theme: Controlling</p> <p>Lecture (by Patrick): control as a managerial function, how successful companies implement controls, balanced scorecard and strategy maps, financial tools, keys to successful control systems, barriers (60)</p> <p>Theory applied session (led by “Controlling – Control Systems and Quality Management” group) (70)</p> <p>Watch the film about the experiential activity together. (10)</p> <p>End of course, final reflections (10)</p>	<p>Graded Team Task 3 (“Controlling – Control Systems and Quality Management” Group only):</p> <p>Write a synthesis of your applied session.</p> <p>Post to MyCourses by 23:59, 27.10.2023</p>
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Grading	
Course Requirements	Weighting (%) or maximum points
Team Task 1: Aalto University School of Business Strategic Plan. Post to MyCourses by 23:59, 15. October 2023	10 points
Graded Team Task 2 <u>Be ready to lead session with your group as specified</u>	20
Graded Team Task 3 <u>Post synthesis to MyCourses by date specified for your group</u>	20
Individual Grade for performance in experiential activity (details will be explained)	10
Graded Individual Task 1 <u>16.10.2023, 23:59</u>	5
Graded Individual Task 2 <u>17.10.2023, 23:59</u>	5
Graded Individual Task 3 <u>18.10.2023, 23:59</u>	5
Graded Individual Task 4 <u>19.10.2023, 23:59</u>	5
Graded Individual Task 5 <u>20.10.2023, 23:59</u>	5
Graded Individual Task 6 <u>24.10.2023, 23:59</u>	5
Graded Individual Task 7 <u>25.10.2023, 23:59</u>	5
Graded Individual Task 8 <u>26.10.2023, 23:59</u>	5
Total	100
Conversion scale	Final grade (official scale)
90 - 100	5
80 - 89	4
70 - 79	3
60 - 69	2
50 - 59	1
0 - 49	0
ECTS STUDENT WORKLOAD	

This course is a 6 ECTS unit course, following the ECTS (European Credit Transfer System) guidelines of Aalto University School of Business. The number of hours the average student is expected to work in the course is 160 (including in-class and out-of-class work).

Types of Hours	Number of Hours
Contact hours (on- and off-campus):	45
Out-of-class hours:	115 (Sum of fields below)
Work with course materials, eg required reading	50
Exam preparation	8
Individual research & writing	20
Team projects (meetings, research, preparation, etc.)	37
Other	
Total of all student workload (contact and out-of-class) hours:	160

ACADEMIC POLICY STATEMENTS

CODES OF CONDUCT

Academic excellence and high achievement levels are only possible in an environment where the highest standards of academic honesty and integrity are maintained. Students are expected to abide by the Aalto University Code of Academic Integrity, other relevant codes and regulations, as well as the canons of ethical conduct within the disciplines of business and management education.

In addition, the BScBA Program has strict exam regulations in force which must be followed in all test-taking situations.

TEXTBOOK POLICY

All required textbooks and other course materials are the responsibility of the student. It is the expectation of faculty that all students will have access to the textbooks and other reading material. If a student is not able to purchase his/her own copy of the textbook or other required reading materials, it is nonetheless the student's responsibility to find a way to complete the reading for the course.

CLASS ATTENDANCE AND PARTICIPATION

Class attendance and participation are considered integral parts of teaching and learning at the BScBA program in Mikkeli. Therefore, regular class attendance is required of all students and attendance records are kept for each class. Students are also expected to be in class on time.

If the student participates in the final exam/assessment, it will be graded and counted towards the final grade.

The attendance policy of the BScBA program provides that:

- 1) **A maximum of three absences of any kind** is allowed for a 3-week, 6-credit course. Four or more absences will result in being dropped from the course.
- 2) Whenever taking an absence, **the student bears the risk of missing class**, and the consequences, which may include a lower participation grade, missing a graded

activity, etc. It is up to the course instructor to decide whether or not a graded activity can be completed later.

- 3) **An absence on the first day of the course** will result in 5 points (on a 100-point scale) being deducted from the student's final raw score before converting it to the final grade. If a student is absent on the first day due to illness, and provides the Manager of Academic Operations with a medical certificate, the 5-point deduction will be waived. The Manager of Academic Operations will then inform the instructor of the waived deduction.
- 4) **A student getting to class after the session has started** will not be able to enter the classroom until the first break and will get an absence for the day.
- 5) It is expected that **students marked present for the day are in class the entire time**. Students leaving class early may be marked absent.
- 6) **The instructor may include class participation as a component of the grade**; up to 15% of the total points that can be earned toward the final grade.
- 7) **The instructor may identify up to three days of the course (in addition to the first day) as mandatory**, ie taking an absence on those days would have a direct impact on the course grade.

The instructor for the course will take attendance in classes. The decision to drop a student from a course will be made by the instructor, who will inform Mari Syväoja, Manager of Academic Operations: mari.syvaoja@aalto.fi.

Addition to the attendance policy of the BScBA Program, Mikkeli Campus:

- This addition concerns absences in addition to the normal maximum of three that would fall under a category called **Medical and Family Emergency cases**.
- Students who want to use this option to complete a course must fulfil these criteria:
 - The total absences of the student will exceed the normally allowed three absences due to a major medical problem or family emergency.
 - The student will be absent no more than 5 days; exceeding that number of days will result in dropping the course.
 - Documentation or a detailed explanation concerning the entire period of the emergency (such as a medical certificate) is provided to the Manager of Academic Operations.
- The case-by-case solution will be coordinated by the Manager of Academic Operations, who will deal with the documentation and discuss with the instructor to find a pedagogical solution enabling the student to continue in the course. In case the MAO is on leave, the student should contact the other study office staff.

The solution must not cause a significant increase in the instructor's workload. The grading elements for the course may be reviewed, and additional assignments may be arranged if feasible. However, a shifting of grading proportions may occur. The course grade might be affected due to the student missing some in-class activities.