

Degree Programme in Information Systems Management, Pasila campus, Master Education

Name of qualification:	Master of Business Administration
Level of qualification:	Master's degree
ECTS credits:	90 ECTS credits
Official length of the programme:	2-3 years
Mode of Study:	Part-time master programme <ul style="list-style-type: none">• See Degree Regulations• See assessment process
Assessment:	
Programme requirements:	Core studies, elective studies, free-choice studies and Master's Thesis
General arrangements for the accreditation of prior learning:	See HAAGA-HELIA's arrangements for the accreditation of prior learning Act of Polytechnic 9.5.2003/351 20 §
Admission requirements:	<ul style="list-style-type: none">• Admission requirements can be found under application 2014• Non-Degree studies at HAAGA-HELIA• University studies
Access to further study:	
Internationalization:	<p>The students represent various nationalities and work in organizations operating in global settings, which allow learning to take place in multicultural teams.</p> <p>The learning assignments mirror ICT professional's work in a global setting.</p> <p>The students can also take part in an exchange program with selected partner universities of HAAGA-HELIA UAS.</p>
Employment opportunities after graduation:	<p>The program encourages the students to study and work concurrently, which gives the students the opportunity to integrate real-life projects in academic studies.</p> <p>This exchange between work and academic discipline enhances the skills and competencies the students need to advance professionally in the field of ICT in their organizations.</p>
Cooperation with working life and other associates:	<p>The courses and learning assignments mirror the everyday business in enterprises and other organizations.</p> <p>Courses include guest lectures, visits and/or real-life cases to be solved. The thesis work is a development project in an organization.</p>

Profile of the Degree Programme in Information Systems Management

Degree Programme in Information Systems Management (ISM) provides the ICT industry with top quality professionals understanding the principles of business and having the all-round competences needed to successfully manage large international ICT development projects or continuous ICT services.

Upon graduation you will be awarded an internationally recognized degree called Master of Business Administration. Professionals possessing the degree are wanted by international enterprises, companies pursuing offshoring and outsourcing or other types of cooperation spanning multiple countries.

Key learning outcomes of the Degree Programme

ISM broadens the skills of an ICT expert for managing business driven ICT development projects and managing ICT services in an international environment. Understanding global business processes and management principles becomes a key competence of every ISM student. Active search for new and innovative solutions in order to respond to the changing business needs and technological environment belongs to the student's final competence profile.

Professional growth

ISM provides you with a practical opportunity to extend your personal competences to a managerial and renewer level in the field of international ICT.

Graduates of ISM are capable of pursuing careers in diverse positions, such as

- Business IT Manager developing ICT strategy in line with business strategy
- IT Program Manager for large development projects
- IT Service Development Manager managing global services
- Independent ICT Strategy Consultant specialized in internationalization efforts
- Entrepreneur targeting global ICT markets

Semester themes

The studies can be conducted in 2 to 3 years (4 to 6 semesters) as a part-time student or even faster as a full-time student. The face-to-face and classroom meetings take place mainly in the evenings during the working days. In the first and second semester there are 2 to 3 meetings in a week and later about 2 to 8 meetings in a month depending on the personal study plan. The studies start with the core studies composed of methodology and leadership courses and more specific courses about the business and ICT linkage. By choosing elective studies and the subject of the Master's thesis the student may further specialize in service development management or program management. The students are encouraged to start the thesis work as soon as a suitable subject is found. The free-choice studies can be selected from a large multi-discipline set of master level courses available in HAAGA-HELIA and conducted according to the personal study plan.

- [Courses](#)
- [Contact Information](#)
- [Recommended Study Schedule](#)
- [Structure, Content and Extent of the DP](#)

Course list (Curriculum 2013)

N.b. We will update the DP structure in fall 2014. The learning objectives and courses remain largely the same.

Degree Programme in Information Systems Management (Master) Code ECTS credits

Core Studies **35**

Methodology Studies

Research and Development Methods [ISM2TX100](#) 5

ICT Management Frameworks [ISM2TX110](#) 3

Leadership and Communication Skills

Personal Development [ISM2TX200](#) 5

Leadership and Communication in Multicultural Environment [ISM2TX210](#) 5

Business and ICT Linkage

Opportunities of ICT Technology [ISM2TX330](#) 3

Leading Change in the ICT Era [ISM2TX320](#) 4

Aligning ICT and Business [ISM2TX310](#) 5

International Corporate Strategy [ISM2TX300](#) 5

Elective Studies **15**

Program Manager Orientation*

Program Management Best Practices [ISM4TX410](#) 5

Program Management in Practice - Case Study [ISM4TX400](#) 5

Sourcing Management [ISM4TX420](#) 5

Service Development Manager Orientation*

Service Management Best Practices [ISM4TX510](#) 5

Service Management in Practice - Case Study [ISM4TX500](#) 5

Vendor Management	ISM4TX520	5
Thesis		30
Master's Thesis	ISM7TX701	30
Free-Choice Studies**		10
TOTAL		90

** The student selects one of the two orientation modules.*

*** The student can pick Master level courses from the HAAGA-HELIA course selection or from other universities according to the personal study plan*

Course descriptions are available through the links in the course codes.

Contact Information, Degree Programme in Information Systems Management

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Student Affairs Office

[Pasila Office](#)

Director of the Business Information Technology Programmes

Director, Mr. Harri Palviainen

Recommended Study Schedule, Degree Programme in Information Systems Management

The first semester starts with the methodology studies and planning the personal development path. The thesis specification and planning is strongly recommended to start during the first semester as well. The following table represents a balanced study schedule for the other semesters taking into account the prerequisites of the courses. The credits from the thesis work can be granted in several pieces if appropriate and agreed in the personal development plan. The free-choice studies can be scheduled in any semester according to the personal study plan. Note that the Program Manager Orientation and Service Development Manager Orientation are alternative modules and only the courses of either one are compulsory while the courses of the other module can be included in the free-choice studies.

N.b. We will update the DP structure by fall 2014. The learning objectives and courses remain largely the same.

The recommended schedule below is for students who have started in ISM before autumn 2014.

	1st semester	2nd semester	3rd semester	4th-6th semester
Thesis		Thesis (subject and plan, 5 ECTS)	Thesis (theoretical study, 5 ECTS)	Thesis (practical study and publication, 20 ECTS)
Methodology Studies	ICT Management Frameworks (3 ECTS)			
Leadership and Communication Skills	Research and Development Methods (5 ECTS)			
	Personal Development (5 ECTS)		Leadership and Communication in Multicultural Environment (5 ECTS)	
Business and ICT Linkage		Opportunities of ICT Technology (3 ECTS)		
				Riding the Waves of

				Change (4 ECTS)
			Aligning ICT and Business (5 ECTS)	
		International Corporate Strategy (5 ECTS)		
				Program Management in Practice- Case Study (5 ECTS)
Program Manager Orientation*		Program Management Best Practices (5 ECTS)		
			Sourcing Management (5 ECTS)	
				Service Management in Practice- Case Study (5 ECTS)
Service Development Manager Orientation*		Service Management Best Practices (5 ECTS)		
			Vendor Management (5 ECTS)	
Free-Choice Studies**	Free-Choice (5 ECTS)			Free-Choice (5 ECTS)
Total	18 ECTS	18 ECTS	20 ECTS	34 ECTS

* The student selects one of the two orientation modules.

** The student can pick Master level courses from the HAAGA-HELIA course selection or from other universities according to the personal study plan

Structure, Content and Extent of the Degree Programme in Information Systems Management, Pasila

The Master's degree programme in Information Systems Management (ISM) emphasises the multi-disciplinary nature of the development and management of information services. The curriculum is composed of modules, each focusing on one of the key competence areas, and the Master's thesis. The student can also supplement the studies by choosing appropriate master level courses either in HAAGA-HELIA or some other university.

The core competences are acquired in the three compulsory modules. They address the common knowledge and skills every ISM graduate has to master. By choosing elective courses the student builds a more specialised competence profile in the field of ICT management. The Master's thesis is a practical development project that gives the framework for all the studies. The overall extent of the programme is 90 ECTS credits.

Structure for studies starting in autumn 2014

N.b. The Curriculum is partly renewed as of autumn 2014. This is a preliminary version that is finalized during the spring.

Profile of the Degree Programme in Information Systems Management	ECTS
<i>Work development methods</i>	15
Applied Research and Development	5
Tools for Analysing and Foreseeing	5
Project Management	5
<i>Leadership and work community</i>	15
Leadership Communication in the Digital Age	5
Leading Change	5
Strategy in Practice	5
<i>Advanced professional studies</i>	15
Aligning ICT and Business	5
Sourcing and Vendor Management	5
Service Management Best Practices	5
<i>Elective advanced professional studies</i>	10
ICT Management Frameworks	5
Opportunities of ICT Technology	5
Program Management Best Practices	5
ICT Management in Practice- Case Study	5
Big Data	5
Cloud Computing	5
Other Elective Free-Choice (to be agreed in the personal study plan)	5
<i>Free-choice studies</i>	5

<i>Master's Thesis</i>	30
TOTAL	90

The Curriculum for students who have started in ISM before autumn 2014.

Core Studies (35 ECTS Credits)

Methodology Studies (8 ECTS credits)

Methodological skills belong to the fundamental competence set of any ISM graduate. The research and development methods as well as the best industry practices and frameworks are studied using a practical approach. The student acquires the mandatory skills needed in real life development work and also directly applicable in the thesis work.

Courses:

- Research and Development Methods (5 ECTS)
- ICT Management Frameworks (3 ECTS)

Leadership and Communication Skills (10 ECTS credits)

Managing multi-cultural and multi-professional teams require not only strict management competences but also strong leadership skills. In the training of ICT people the leadership and communication skills are often neglected and, therefore, they are given a special attention in the curriculum of ISM. In this module the students evaluate their managerial and leadership skills and adopt the mindset of continuous development of these skills. They learn various communication and leadership methods and tools. A personal development plan is created for each student.

Courses:

- Personal Development (5 ECTS)
- Leadership and Communication in Multicultural Environment (5 ECTS)

Business and ICT Linkage (17 ECTS credits)

Business and ICT are linked together on all levels of organisations, whether they be strategic, tactical, or operational, in both businesses and non-profit organisations. Recognizing their linkages as well as the need for alignment are relevant to the success of an organisation. The Business and ICT Linkage module aims to give the student a deep understanding of the very important interaction and codependences between Business and ICT as a whole and, furthermore, knowledge and skills pertaining to specific areas of this interaction and these codependences as chosen by the student from the offered elective courses in this field.

One prevailing theme in this module is to understand and manage the continuous change taking place in the business environment and ICT technology field. The ICT function has to respond to the changing needs of business and, on the other hand, open the opportunities provided by ICT technology and drive the required change for the business to profit from these opportunities.

Courses:

- International Corporate Strategy (5 ECTS)
- Aligning ICT and Business (5 ECTS)
- Riding the Waves of Change (4 ECTS)
- Opportunities of ICT Technology (3 ECTS)

Elective Studies (20 ECTS credits)

After the core studies the student selects one of the two alternative modules in order to further specialize either as a Service Development Manager or a Program Manager.

Service Development Manager Orientation

In this module the student specializes as a business ICT service manager. A service refers to a means delivering value to the business (e.g. running a CRM system and related processes). The Service Development Manager is capable of designing new services and enhancing existing services together with the business functions. The Service Development Manager may work at strategic or operative level either in the customer or supplier organization. In all positions the competence of the service manager is build on top of the practical knowledge of running continuous ICT services. The student learns the best industry practices of service management, such as vendor management, and gains the skills to adopt the practices according to the business requirements. The right attitude for continuous service improvement and capabilities to see and use the opportunities of new ICT technology in creating business value are the key learning outcomes of the module.

Courses:

- Service Management in Practice - Case Study (5 ECTS)
- Service Management Best Practices (5 ECTS)
- Vendor Management (5 ECTS)
- Elective courses according to the personal study plan (5 ECTS)

Program Manager Orientation

This module broadens and deepens student's knowledge and skills for managing large international ICT programs. A program may consist of several sub-projects value (e.g. introducing an ERP system and related processes in an international organisation). A Program Manager is often accountable from the planning up to the roll out of the new processes and ICT systems. The planning phase is carried out in close cooperation with the business management and the roll out typically involves all levels of the organisation. The student learns the best industry practices of ICT program management, such as sourcing management, and gains the skills to adopt the practices according to the business requirements and program size. The right attitude and capabilities to accomplish the necessary changes in the processes are key learning outcomes of the module.

Courses:

- Program Management in Practice - Case Study (5 ECTS)
- Program Management Best Practices (5 ECTS)
- Sourcing Management (5 ECTS)
- Elective courses according to the personal study plan (5 ECTS)

Free-Choice Studies (5 ECTS credits)

The student completes his or her competence profile by freely selecting the most suitable courses. A large collection of master level business management, communication management and technology oriented courses are available in HAAGA-HELIA.

Master's Thesis (30 ECTS credits)

Master's thesis is the basis of the studies. It is the basis for professional growth. Master's thesis is tied to development efforts made in business projects and operations. Applied research is carried out to improve development efforts in a way that business development achieves desired value. Value may be either deeper understanding of business development challenge, new insights into development efforts or means of overcoming challenges and carrying out development. Students achieve a mindset for carrying out applied research. They learn to plan a research process supporting a work related development project, implement the research process, bring process outcomes into the development project, evaluate the research process and write a thesis. Thesis is a collection of both individual and group tasks and evaluation of these tasks. Guiding students through this process is supported by workshops in which students present and work on their theory basis and outcomes, share insights, learn together and achieve guidance from a workshop moderator.