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:	1,5-3 years
Mode of Study:	Part-time master programme
Assessment:	• See Degree Regulations • See assessment process
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 Polytechnics 9.5.2003/351 20§
Admission requirements:	• Before applying see the admission criteria at www.studyinfo.fi !
Access to further study:	• Non-Degree studies at Haaga-Helia • University studies
Internationalization:	The students represent various nationalities and work in organizations operating in global settings, which allows learning to take place in multicultural teams. Also many visitors from international companies share their experience about working in truly global environment. The learning assignments typically mirror ICT professional's work in an international environment. The students can also take part in an exchange program with selected partner universities of HAAGA-HELIA UAS.
Employment opportunities after graduation:	The ISM programme encourages the students to study and work concurrently, which gives the students the opportunity to integrate real-life projects in the studies. This exchange between work and studies enhances the skills and competencies the students need to advance professionally in the field of ICT in their organizations.
Cooperation with working life and other associates:	The course assignments mirror the everyday business in enterprises and other organizations and the cases come from real-life. Courses include guest lectures from companies of different field and size. The thesis work focus in the practical development of student's own work and it is often related to other development activities of the organization.

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.

- Curriculum 2014
- Recommended Study Schedule 2014
- Curriculum 2012
- Recommended Study Schedule 2012
- Contact Information

Curriculum 2014, Degree Programme in Information Systems Management

Curriculum for students who have started the studies in 2014 or later.

Degree Programme in Information Systems Management (Master)	Code	ECTS
Work development methods (compulsory)		**15**
Applied Research and Development	MET2HY201	5
Tools for Analysing and Forecasting	MET2HY202	5
Project Management	MET2HY203	5
Leadership and work community (compulsory)		**15**
Leadership Communication	MGT2HY201	5
Leading Change	MGT2HY202	5
Strategy in Practice	MGT2HY203	5
ISM specific advanced professional studies (compulsory)		**15**
ICT Management Best Practices	ISM2TX120	5
Aligning ICT and Business	ISM2TX310	5
Service Management Best Practices	ISM2TX510	5
Elective advanced professional studies		**10**
Program Management Best Practices	ISM4TX410	5
ICT Management in Practice - Case Study	ISM4TX600	5
Sourcing Management	ISM4TX420	5
New Opportunities of ICT	ISM4TX700	5
Big Data	ISM8TX100	5
Cloud Services	ISM8TX110	5
Other elective Free-Choice (to be agreed in the personal study plan)		5
Free-choice studies		**5**
Master´s Thesis		**30**

TOTAL	90

Work development methods (15 ECTS)

This module builds the basic research and development skills needed in different types of work life development activities. The student learns to analyse and foresee the working environment and identify potential development opportunities. Furthermore, s/he becomes capable of creating innovative solutions and services and organise research and development projects using industry best practices. The learning approach is practical and the methods are applied to real life development cases.

Leadership and work community (15 ECTS)

Achieving real change in work life requires more than methodological skills. This module focuses on leading change in multi-cultural and multi-professional work community. Thorough understanding of change dynamics and strong leadership and communication skills are the main learning outcomes of the module. Together with the skills of strategical thinking they are the fundamental assets for taking the ICT development projects to the final goal and provide true value for the business or community.

ISM Specific advanced professional studies (15 ECTS)

The focus of the ISM programme is on the ICT service management and development according to the business needs, let them be economic or other ones. In this module the student learns the principles of aligning the targets of ICT with the business and other functions of the organization in order to leverage the full potential of ICT. Managing and developing the ICT service portfolio using industry best practices is another main learning outcome of the module.

Elective advanced professional studies (10 ECTS)

With these courses the student may deepen one's competences in a specific theme or widen one's knowledge in new areas. For example, by selecting the courses *Program Management Best Practices* and *ICT Management in Practice- Case Study* the student strengthens the knowledge in current program management practices and applies the learnings in a practical case study. As another example, the student may decide to widen one's knowledge in the business potential of new technology by selecting the courses *Opportunities of ICT Technology* and *Big Data*. There is also an option to select an appropriate course other than the listed ones. This must be agreed with the student's tutor and documented in one's personal study plan.

Free-Choice Studies (5 ECTS)

The student completes one's personal study plan by freely selecting the most suitable course or courses for his or her purpose. A large collection of master level business management, communication management and technology oriented courses are available in the HAAGA-HELIA offering. Obviously, the courses listed in the *Elective advanced professional studies* module are also available as free-choice courses. The free-choice studies must correspond to 5 ECTS credits at least.

Master's Thesis (30 ECTS)

Master's thesis is central for the professional growth of the student. The thesis work is tied to development efforts made in business projects or community activities. The topics may vary from

work process or service development to designing a business plan for a start-up company. The thesis work is recommended to be started during the first year in order to directly apply the learnings from other studies in the work. The work is typically supported by collective workshops and tutors from the school and from the employer for all-round professional growth.

Recommended Study Schedule 2014, Degree Programme in Information Systems Management

The student makes a personal study plan including the schedule for the courses in the beginning of the studies. The target study time is set between 1,5 and 3 years (3 to 6 semesters).

The following table presents an example of balanced schedule of the studies when the study time is set to 2 years. The table provides a starting point for the planning of the studies and it may be adjusted according to the student's interests and needs. Especially the courses of *Elective advanced professional studies* and *Free-choice studies* can be scheduled in any semester. Note also that recognised and accredited competencies (AHOT) may affect the planning of the study time and schedule.

The thesis work typically spans several semesters. In the table the work is split to three phases but in practice the work often involves a lot of iteration and the phases are overlapping heavily. However, the credits from the thesis work can be granted in several pieces if it is agreed in the personal development plan.

The study schedule below is for students who have started the studies in 2014 or later.

	1st semester	2nd semester	3rd semester	4th semester
Thesis		Thesis-planning (5)	Thesis-implementing (10)	Thesis-reporting (15)
Work development methods	Applied Research and Development (5)	Tools for Analysing and Forecasting (5)		
	Project Management (5)			
Leadership and work community	Leadership Communication (5)	Strategy in Practice (5)	Leading Change (5)	
ISM specific advanced professional studies	ICT Management Best Practices (5)	Aligning ICT and Business (5)		Service Management Best Practices (5)
Elective advanced professional studies		*An elective course (5)*	*An elective course (5)*	

Free-choice studies			*A free-choice course (5)*	

Curriculum 2012, Degree Programme in Information Systems Management

Curriculum for students who have started the studies in 2012 or 2013.

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

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.

Recommended Study Schedule 2012, 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.

The study schedule below is for students who have started the studies in 2012 or 2013.

	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)			
	Research and Development Methods (5 ECTS)			
Leadership and Communcation Skills	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 Manager Orientation*				Program Management in Practice- Case Study (5 ECTS)
		Program Management Best Practices (5 ECTS)		
			Sourcing Management (5 ECTS)	
Service Development Manager Orientation*				Service Management in Practice- Case Study (5 ECTS)
		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

Contact Information, Degree Programme in Information Systems Management

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