

ATBUM Degree Programme in Aviation and Tourism Business

Master of Culture and Arts, 90 ECTS

Master of Hospitality Management

- Programme
- Curricula
- Implementations

Name and level of education

Master of Hospitality Management, Master's Degree

Admission requirements and applications

Act of Polytechnics 9.5.2003/351 20§

Before applying see the admission criteria at www.studyinfo.fi

Scope and duration

The scope of the studies is 90 ECTS completed in 1.5 to 3 years as part-time or full time studies.

Recognition of learning

Studies can also progress through the use of competencies acquired in the past or competencies acquired at work during the studies.

Mode of study

The mode of studies is blended and the amount of independent studying, virtual studies and sessions on campus depend on the student's individual study plan and the chosen courses. There are several types of course implementations to choose from, such as evening, intensive, partly or fully virtual. Depending on the course implementation, the learning sessions take place in evenings, weekends, virtually, and as intensive studies.

Language of tuition

The language of the studies is English.

Requirements and decrees

The degree curriculum includes core studies, specialization studies, free choice studies, thesis and maturity test.

Haaga-Helia's operations are governed by [the Act on Studies in Universities of Applied Science 18.12.2014/1129](#) (in Finnish) and [Haaga-Helia's Degree Regulations](#).

Study attainments and assessment

The course assessment criteria are available in the course descriptions. More information about the course assessment is available in [Haaga-Helia's Degree Regulations](#).

Aviation and Tourism Business

The extent of the Master's Degree is 90 ECTS. The degree consists of the following studies:

Compulsory studies - Applied Design Research 5 ECTS

Common elective studies - Choose minimum of 15 ECTS from Research and Development and Organizational Development competence areas.

Specialisation studies - Choose one specialisation and minimum of 20 ECTS from it. Specialisation studies include also Master's thesis 30 ECTS.

Free-choice studies - Choose 20 ECTS from the common elective studies, from your own specialisation, from other specialisations or from other Master level studies that are clearly related to the field of the degree. In case you want to include courses from other universities or universities of applied sciences to your degree, first ensure from your ISP supervisor that the course you have selected can be approved to your degree.

Tunnus	Nimi	Summa
ATBUM21	Aviation and Tourism Business	90
MASTERCOMP	Compulsory Studies	5
RD12HM101	Applied Design Research	5
MASTERCOMM	Common Elective Studies	15
RD12HM102	Data Analytics	5
RD12HM103	Futures Research	5
ORD2HM101	Evolving Organisations	5
ORD2HM102	Learning Culture in Organisations	5
ORD2HM103	Acting as Coach and Facilitator	5
MASTERTHE	Thesis	30
THE7HM601	Thesis Phase 1	10
THE7HM602	Thesis Phase 2	10
THE7HM603	Thesis Phase 3	10
THE7HM604	Maturity Test	0
MASTERSPEC	Specialisation Studies	20
SALEN	Leading Sales and Customer Experience	20
SAL4HM101	Processes and Strategic Development of Sales	5
SAL4HM102	Developing Sales Oriented Organisation	5
SAL4HM103	Development of Customer Journey and Leading Customer Experience	5
SAL4HM104	Online Store as Sales Channel	5
COMEN	Communication and Marketing Management	20
COM4HM101	Strategic Brand Management	5
COM4HM102	H2H Communication	5
COM4HM103	Digital Marketing Technologies	5
COM4HM106	Leading Creative Planning and Production	5

ATBUM21-DIGEN Digital Business Opportunities		20
DIG4HM101	Digital Service Design	5
DIG4HM102	Business Analytics	5
DIG4HM103	Robotic Automation	5
DIG4HM104	Emerging Technology Opportunities	5
DIG4HM106	Artificial Intelligence in Modern Business	5
EXPEN Experience Economy and Designing Services		20
EXP4HM101	Service Design	10
EXP4HM102	From Services to Experiences and Transformations	5
EXP4HM103	Brand Experience Development	5
EXP4HM104	Design Service Systems and Value Networks	5
EXP4HM005	Imagineering with Lego Serious Play Methodology	5
LEAEN Leadership and Human Resource Management		20
LEA4HM101	Strategic Human Resources Management	5
LEA4HM102	Leadership Clinic	5
LEA4HM103	Reflective Leadership	5
LEA4HM104	Employee Experience and Employer Brand	5
LEA4HM105	Conscious Leader	5
LEA4HM106	Diversity and Inclusion in Global Organisations	5
STREN Strategic Thinking and Management		20
STR4HM101	Strategic Thinking and Growth Strategies	5
STR4HM102	Strategy in Practice	5
STR4HM103	Experimental and Engaging Strategy	5
STR4HM104	Responsible Business and Sharing Economy	5
STR4HM105	Strategic Financial Management	5
ENTEN Entrepreneurial Business Management		20
ENT4HM102	From Opportunities to Business	10
ENT4HM106	Growth Through Entrepreneurial Resources and Networks	10
MASTERFREC	Free-Choice Studies	20
ICTEN Information Services and Systems		0-20
ICT4HM101	Cloud Services	5
ICT4HM102	ICT Management Best Practices	5
ICT4HM103	ICT Security Basics from Trust to Blockchain	5
ICT4HM104	Management of Digital Service Development	5
ICT4HM105	Enterprise ICT Architecture	5
ICT4HM106	ICT Sourcing	5
ATB8HM101	Air Transport Management	5
ATB8HM102	Airport Management	5
ATB8HM103	Aviation Business with Simulation	10

ATBUM21 Aviation and Tourism Business: 90 op**MASTERCOMP Compulsory Studies: 5 op****RDI2HM101 Applied Design Research: 5 op****Osaamistavoitteet**

Opiskelija osaa tunnistaa ja määritellä organisaatioiden ja yritysten kehittämistehtävät sekä perustellusti valita kehittämistehtävälle oikean tutkimuksen lähestymistavan ja aineistonkeruumenetelmän ja soveltaa näitä. Hän osaa suunnitella ja aikatauluttaa tutkimus- ja kehitystehtäväprojektin. Lisäksi opiskelija osaa kuvata aineistonkeruumenetelmiä kehittämistehtävän tai opinnäytetyön suunnitelmassa tai jossain muussa projektitehtävässä opintojakson aikana. Opiskelija ymmärtää kriittisen ajattelun tärkeyden tutkimus- ja kehittämismenetelmien valinnassa sekä hahmottaa kirjallisuuden ja empiirisen aineiston yhteyden siihen. Hän pystyy käyttämään tutkimus- tai kehittämistyön tuloksia organisaation kehittämisessä.

Opiskelija pystyy arvioimaan soveltavan tutkimuksen lähestymistavan onnistumista sekä tutkimusmenetelmien sopivuutta omassa opinnäytetyössään tai muussa projektissa. Opiskelija pystyy kriittisesti arvioimaan valitun lähestymistavan, tiedon keruumenetelmän sekä kirjallisuuden ja empiirisen aineiston. Hän pystyy hyödyntämään tutkimus- ja kehitysprojektin tuloksia strategisessa organisaation kehittämisessä.

Sisältö

Mitä on soveltava tutkimus?

Tutkimus- ja kehittämistehtävien lähestymistavat

Aineistonkeruun ja –analyysin strategiat

Kehittämistehtävä prosessina

Tutkimusetiikka

Soveltava tutkimus organisaation kehittämisen osana

Lähtötaso ja sidonnaisuudet muihin opintojaksoihin

Opiskelija on ilmoittautunut valitsemansa suuntautumisen opiskelijaksi.

Arviointikriteerit**Arvosana 1**

Opiskelija osaa tunnistaa ja määritellä organisaatioiden ja yritysten kehittämistehtävät sekä valita kehittämistehtävälle oikean tutkimuksen lähestymistavan ja aineistonkeruumenetelmän. Hän osaa suunnitella ja aikatauluttaa tutkimus- ja kehitystehtäväprojektin. Opiskelija ymmärtää tutkimus- ja kehittämismenetelmiin liittyviä käsitteitä, mutta ei osaa keskustella niistä kriittisesti. Kyky tuottaa uutta tietoa organisaation kehittämiseen on heikko.

Arvosana 3

Edellisen lisäksi opiskelija osaa soveltaa valittua kehittämistyön lähestymistapaa. Lisäksi opiskelija osaa kuvata aineistonkeruumenetelmiä kehittämistehtävän tai opinnäytetyön suunnitelmassa tai jossain muussa projektitehtävässä opintojakson aikana. Opiskelija ymmärtää kriittisen ajattelun tärkeyden tutkimus- ja kehittämismenetelmien valinnassa sekä hahmottaa kirjallisuuden ja empiirisen aineiston yhteyden siihen. Hän pystyy käyttämään tutkimus- tai kehittämistyön tuloksia organisaation kehittämisessä.

Arvosana 5

Edellisten lisäksi opiskelija pystyy arvioimaan soveltavan tutkimuksen lähestymistavan onnistumista sekä tutkimusmenetelmien sopivuutta omassa opinnäytetyössään tai muussa projektissa. Opiskelija pystyy perustelemaan tutkimuksen lähestymistavan ja metodit sekä kriittisesti arvioimaan valitun lähestymistavan, tiedon keruumenetelmän sekä kirjallisuuden ja empiirisen aineiston. Hän pystyy hyödyntämään tutkimus- ja kehitysprojektin tuloksia strategisessa organisaation kehittämisessä.

MASTERCOMM Common Elective Studies: 15 op**RDI2HM102 Data Analytics: 5 op****RDI2HM103 Futures Research: 5 op****ORD2HM101 Evolving Organisations: 5 op****ORD2HM102 Learning Culture in Organisations: 5 op****ORD2HM103 Acting as Coach and Facilitator: 5 op****MASTERTHE Thesis: 30 op****THE7HM601 Thesis Phase 1: 10 op****THE7HM602 Thesis Phase 2: 10 op****THE7HM603 Thesis Phase 3: 10 op****THE7HM604 Maturity Test: 0 op****MASTERSPEC Specialisation Studies: 20 op****SALEN Leading Sales and Customer Experience: 20 op****SAL4HM101 Processes and Strategic Development of Sales: 5 op****SAL4HM102 Developing Sales Oriented Organisation: 5 op****SAL4HM103 Development of Customer Journey and Leading Customer Experience: 5 op****SAL4HM104 Online Store as Sales Channel: 5 op**

COMEN Communication and Marketing Management: 20 op

COM4HM101 Strategic Brand Management: 5 op

COM4HM102 H2H Communication: 5 op

COM4HM103 Digital Marketing Technologies: 5 op

COM4HM106 Leading Creative Planning and Production: 5 op

ATBUM21-DIGEN Digital Business Opportunities: 20 op

DIG4HM101 Digital Service Design: 5 op

DIG4HM102 Business Analytics: 5 op

DIG4HM103 Robotic Automation: 5 op

DIG4HM104 Emerging Technology Opportunities: 5 op

DIG4HM106 Artificial Intelligence in Modern Business: 5 op

EXPEN Experience Economy and Designing Services: 20 op

EXP4HM101 Service Design: 10 op

EXP4HM102 From Services to Experiences and Transformations: 5 op

EXP4HM103 Brand Experience Development: 5 op

EXP4HM104 Design Service Systems and Value Networks: 5 op

EXP4HM005 Imagineering with Lego Serious Play Methodology: 5 op

LEAEN Leadership and Human Resource Management: 20 op

LEA4HM101 Strategic Human Resources Management: 5 op

LEA4HM102 Leadership Clinic: 5 op

LEA4HM103 Reflective Leadership: 5 op**LEA4HM104 Employee Experience and Employer Brand: 5 op****LEA4HM105 Conscious Leader: 5 op****LEA4HM106 Diversity and Inclusion in Global Organisations: 5 op****STREN Strategic Thinking and Management: 20 op****STR4HM101 Strategic Thinking and Growth Strategies: 5 op****Osaamistavoitteet**

The student develops strategic thinking and uses suitable tools for it. S/he recognises substantial changes taking place in the working environment and assesses how the changes affect the different business models and organisations. S/he analyses competitive advantages and –strategies and recognizes different growth possibilities.

Sisältö

The content is a combination of following themes:

- Developing strategic thinking capability
- Changes and disruption at work and in the working environment
- Analysis of working environment and the utilisation of business information
- Business models
- Competitive strategies and advantages
- Growth strategies and enablers
 - o Ecosystems, networks and partnerships
 - o Mergers and acquisitions
 - o Internationalisation
 - o Startups
 - o Innovations
 - o Licensing

Lähtötaso ja sidonnaisuudet muihin opintojaksoihin

It is recommended that this is a starting course in Strategic Thinking and Management specialisation.

Lisätiedot

Depending on the implementation, pre-assignment is required. More information is available in the implementation plan.

STR4HM102 Strategy in Practice: 5 op**Osaamistavoitteet**

Student is able to evaluate different concepts and models of strategy work. S(he) is also able to analyze different strategies with strategy tools. Student is able to formulate action plans and equivalent metrics to execute strategies. S(he) is also able to plan and implement supporting communication practices for the strategy execution.

Sisältö

The content is a combination of following themes:

- Practices of strategic management
- Strategy process
- Strategy tools and methods
- Strategic development
- Strategic key performance indicators
- Strategic communications

Lähtötaso ja sidonnaisuudet muihin opintojaksoihin

This course is recommended to be taken after Strategic Thinking and Growth strategies course.

Lisätiedot

Depending on the implementation the course may include pre-assignments. Further information will be provided in the Implementation Plan.

STR4HM103 Experimental and Engaging Strategy: 5 op

STR4HM104 Responsible Business and Sharing Economy: 5 op

STR4HM105 Strategic Financial Management: 5 op

ENTEN Entrepreneurial Business Management: 20 op

ENT4HM102 From Opportunities to Business: 10 op

ENT4HM106 Growth Through Entrepreneurial Resources and Networks: 10 op

MASTERFREC Free-Choice Studies: 20 op

ICTEN Information Services and Systems: 20 op

ICT4HM101 Cloud Services: 5 op

ICT4HM102 ICT Management Best Practices: 5 op

ICT4HM103 ICT Security Basics from Trust to Blockchain: 5 op

ICT4HM104 Management of Digital Service Development: 5 op

ICT4HM105 Enterprise ICT Architecture: 5 op

Osaamistavoitteet

The general learning objective of the course is that the student knows the purpose, principles and architectural types of the enterprise architectures as well as the most common implementation models. After completing the course the student will have knowledge of methods and knowledge of

the most common enterprise architectures.

Sisältö

- An overview of enterprise architecture
- The most common enterprise architecture types and their requirements
- The consideration of information security within enterprise architecture
- Enterprise architecture as a tool for management
- What are business architectures and sub-architectures
- Data architecture
- Systems architecture
- Technological architecture
- The most common models of enterprise architecture:
- TOGAF architecture model, The Finnish enterprise architecture model JHS-179 – built for public administration needs.

Lähtötaso ja sidonnaisuudet muihin opintojaksoihin

No prerequisites.

Lisätiedot

Moodle is used as learning platform and Teams is used as collaboration tool.

Arviointikriteerit**Arvosana 1**

The student is able to describe what enterprise architectures are and how they are built. The student understands their purpose and recognizes the importance of enterprise architecture for organisations.

Arvosana 3

In addition, the student has the vision and the ability to participate in the development of enterprise architectures; is able to work on the most common referenced architectures due to the methodological knowledge gained during the course; has the ability to take on roles in developing and maintaining an enterprise architecture.

Arvosana 5

In addition to the above, the student has well-founded and multiple perspectives views on the development and maintenance of enterprise architectures, which enable the execution of demanding tasks when working with enterprise architecture.

Hyväksytty, hylätty

Passing the course is based on grading of the assignments. 40% of maximum points should be collected.

ICT4HM106 ICT Sourcing: 5 op**Osaamistavoitteet**

The course is focused on sourcing ICT-services holding mostly a business perspective. Upon successful completion of the course, the student

- gets a good command of the principles of managing ICT-sourcing as part of Sourcing-function and the relatedness to Company strategy
- learns ways to organize ICT-sourcing and frameworks of managing vendor and solution selection

- learns practices to fulfill ICT-outsourcing and distribution of services
- learns the practices of Service integration and management (SIAM)

Sisältö

- Introduction to sourcing and linkages to other disciplines in the field of IT
- Guidelines framing sourcing strategies, forms of partnering and the acquiring of resources
- Building service integration and management, and maintaining multivendor relationships
- Sourcing as an operation – case selection consultancy in large IT-investments
- Approaches and concepts in distributing IT work – outsourcing, crowdsourcing, ecosystems
- Case studies by student teams and professionals

Lähtötaso ja sidonnaisuudet muihin opintojaksoihin

Successful accomplishment of the course necessitates basic knowledge of the ITIL framework and the principles of enterprise architecture.

Arviointikriteerit**Arvosana 1**

Passed courses are assessed on a scale of 1 to 5 based on individual study project by free choice (related to job), individual assignments, exam and activity on lessons

Grade 1: The student partially understands development methods and principles but does not truly understand the role of IT in business development. Project work has been limited.

Arvosana 3

Grade 3: In addition to skills and competences mentioned for grade 1, a student has basic competence in planning and managing activities belonging to sourcing in a particular business area. In addition, the student understands the business value of developing sourcing capabilities, which is proven by assignments done on the course.

Arvosana 5

Grade 5: In addition to the skills and competences mentioned for grades 1 and 3, a student thoroughly understands the principles and success factors of sourcing and is able to adopt them in practice. The student demonstrates these competences by successfully doing and finishing assignments. The student is able to reflect the development challenges and opportunities of sourcing in practice.

Hyväksytty, hylätty

not in use

ATB8HM101 Air Transport Management: 5 op**ATB8HM102 Airport Management: 5 op****ATB8HM103 Aviation Business with Simulation: 10 op**