

LEBUM Degree Programme in Leading Business Transformation

Master of Business Administration, 90 ECTS

Master of Business Administration

- Programme
- Curricula
- Implementations

Name and level of education

Master of Business Administration, 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](#).

Targets and structure

The Master's Degree Programme in Leading Business Transformation prepares the students for work in challenging knowledge work and management positions on private and public sector.

After the studies the graduates will be able to implement change projects and lead the transformation of their organization toward achieving its higher competitive advantage in a flux, global and international business environment. They will work in positions, for example: leading work development projects, planning and implementing business strategies, acting as leaders of their own business domestically and internationally.

Curriculum Structure:

Core Studies 20 ECTS

Specialization Studies 20 ECTS

Free Choice Studies 20 ECTS

Thesis 30 ECTS

Specializations:

Communication and Marketing Management

Digital Business Opportunities

Entrepreneurial Business Management

Experience Economy and Designing Services

Leadership and People Management

Leading Sales and Customer Experience

Strategic Thinking and Management

Studies provide students with general competences, such as interaction competency, required in all organizations and with business specific skills and competencies, depending on the chosen specialization area by the student.

Compulsory studies focus on research and development skills as well as competences needed in developing organizations and leading change. Studies enhance students' abilities in analytical and critical thinking and problem solving. Specialization studies focus on business related skills and competencies. Studies enhance the students' ability to apply current research knowledge in their professional field.

In the beginning of studies, students choose their specialization, on the basis of individual career goals and development needs. The specialization studies together with thesis account for majority of the Master's studies.

Internationalisation

The students represent various nationalities and work in organisations operating in global settings, which allows learning to take place in multicultural teams. The learning assignments mirror

professional's work in a global setting. The students can also take part in an exchange program with selected partner universities of Haaga-Helia UAS.

Work placement and cooperation with the business community

The courses include industry and business visitors and address the challenges of organizations and business. In addition, the thesis is a development project undertaken within an organization.

Career opportunities

The programme encourages students to study and work concurrently, which gives the students the opportunity to integrate real-life projects in studies. This exchange between work and study enhances the skills and competencies the students need to advance professionally.

The programme gives the students excellent qualifications for a variety of managerial and specialist positions in business and other organizations.

Postgraduate studies

For example university studies (Ph.D.) or vocational teacher's programme

Alumni activities

Haaga-Helia's alumni network is very active. Read more about our [alumni relations](#) and update your contact information to receive information about upcoming events, further education and Haaga-Helia's news.

Contact information

Haaga-Helia University of Applied Sciences

Pasila campus
Ratapihantie 13
00520 Helsinki
admissionservices.pasila@haaga-helia.fi

Head of the Degree Programme
Hanna Rajalahti, hanna.rajalahti@haaga-helia.fi

Leading Business Transformation

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
LEBUM22	Leading Business Transformation	90
LEBUM22-1001	Compulsory Studies	5
RDI2HM101	Applied Design Research	5
LEBUM22-1002	Common Elective Studies	15
RDI2HM102	Data Analytics	5
RDI2HM103	Futures Research	5
ORD2HM101	Evolving Organisations	5
ORD2HM102	Learning Culture in Organisations	5
ORD2HM103	Acting as Coach and Facilitator	5
LEBUM22-1003	Thesis	30
THE7HM601	Thesis Phase 1	10
THE7HM602	Thesis Phase 2	10
THE7HM603	Thesis Phase 3	10
THE7HM604	Maturity Test	0
LEBUM22-1004	Specialisation Studies	20
LEBUM22-1005 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
LEBUM22-1006 Entrepreneurial Business Management		20
ENT4HM102	From Opportunities to Business	10
ENT4HM106	Growth Through Entrepreneurial Resources and Networks	10
LEBUM22-1007 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
LEBUM22-1008 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
LEBUM22-1009 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
EXP4HM107	Achieving Sustainable Development Goals in Tourism	10
EXP4HM108	Circular Economy in Hospitality	10
LEBUM22-1010 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
LEBUM22-1011 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
LEBUM22-1012	Free-Choice Studies	20

LEBUM22 Leading Business Transformation: 90 op**LEBUM22-1001 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.

LEBUM22-1002 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

LEBUM22-1003 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

LEBUM22-1004 Specialisation Studies: 20 op

LEBUM22-1005 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

LEBUM22-1006 Entrepreneurial Business Management: 20 op

ENT4HM102 From Opportunities to Business: 10 op

ENT4HM106 Growth Through Entrepreneurial Resources and Networks: 10 op

LEBUM22-1007 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

LEBUM22-1008 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

LEBUM22-1009 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

EXP4HM107 Achieving Sustainable Development Goals in Tourism: 10 op

EXP4HM108 Circular Economy in Hospitality: 10 op

LEBUM22-1010 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

LEBUM22-1011 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****LEBUM22-1012 Free-Choice Studies: 20 op**