

2011

*IMMIT SYMPOSIUM:
CULTURE FOR FUTURE*



Edited by Eija Koskivaara

University of Turku

6/29/2011

Published by Information Systems Science, Turku School of Economics, University of Turku

Picture on cover page: Samuli Saarinen, the Opening Ceremonies of Turku 2011

Printed in Uniprint Turku June, 2011

Two years ago you arrived at Aix en Provence as individuals coming from very different countries across the world. A key learning experience has been to become an IMMIT group, accepting all the cultural differences among you. Now you graduate and you have developed into professionals who not only know how to deal with IT problems in a business context but also in a context that becomes increasingly international and multicultural. It is a real pleasure for me to congratulate you with this achievement, also on behalf of the IMMIT management team.

I wish you all the best for your future career.

Prof. Dr. Pieter Ribbers

Director IMMIT

Enjoy the IMMIT 2011 Symposium: Culture for Future, and welcome to Turku, the Culture Capital of Europe 2011. The symposium has two parallel tracks and four key themes based on your master's thesis. This booklet contains abstracts of every thesis and pages for notes. Sessions are as follows: Scenarios for future and Tools in process will start the day. The afternoon sessions are named as Keys of success and Globally connected. These names do describe both the contents of your thesis as well as you as future players.

Dr. Eija Koskivaara

Editor of IMMIT 2011 Symposium: Culture for Future- booklet

IMMIT SYMPOSIUM 2011: CULTURE FOR FUTURE

9.00-10.15 LS31: Welcome and coffee, IMMIT faculty LS31

SCENARIOS FOR FUTURE		TOOLS IN PROCESS	
LS31	Discussion facilitator: Piet Ribbers	LS32	Discussion facilitator: Hannu Salmela
10.15-11.15	Enterprise software for nuclear industry: The case of the SAP nuclear competency center	10.15-11.15	Challenges in scaling agile software development in offshoring environment
Korzhova Olga	The role of information technology in creating sustainability value for financial institutions in 2020	Bhattarai Suresh Kumar	Application of the scrum framework in non-software project management
Toscano Matheus		Nikoghosyan Marianna	
11.15-11.30	Break	11.15-11.30	Break
11.30-12.30	IT Innovation at Philips- Structuring Ideation Process	11.30-12.30	Business on demand and its mobile solution - study with SAP ByDesign
Shen Yunru	Disruptive innovations at the bottom of the pyramid: Can they impact the sustainability of today's top companies?	Xu Wei	IT service catalog: A case Study of the Implementation Need in a Pan-Nordic insurance company
Baiyere Abayomi		Theppatipat Trisai	
12.30-13.30	Lunch	12.30-13.30	Lunch
KEYS FOR SUCCESS		GLOBALLY CONNECTED	
LS31	Discussion facilitator: Paul Laifa	LS32	Discussion facilitator: Eija Koskivaara
13.30-14.30	Developing project management information system – A large and complex multinational corporation perspective	13.30-14.30	Configuration management process improvement: A case study of a Pan-Nordic insurance company
Venkatachalam Karthick	Key success factors and process for it project portfolio management	Lukashov Viktor	Business process modeling in a global organization
Radchenko Andriy		Nguyen Phuong	
14.30-15.00	Coffee	14.30-15.00	Coffee
15.00-16.00	Master data management maturity and technology assessment: From theory to practice, Case Ineo Oy	15.00-16.00	Analysis of value drivers behind CRM adoption in financial services industry
Scheidl Half	Smart social tagging support for task management through work context exploitation	Rubinstein Igor	Improving alumni administration by self-built information system: Building IMMIT connected to enhance alumni connection
Vadangi Anil Raj		Li Yixiang	
16.00-16.30	Life after IMMIT by Merie Joseph, IMMIT 1 Closing of the day, All, LS31		

<i>Table of content</i>		<i>Page</i>
<i>Baiyere Abayomi</i>	<i>Disruptive innovations at the bottom of the pyramid: Can they impact the sustainability of today's top companies?</i>	6
<i>Bhatarai Suresh Kumar</i>	<i>Challenges in scaling agile software development in offshoring environment</i>	8
<i>Korzhova Olga</i>	<i>Enterprise software for nuclear industry: The case of the sap nuclear competency center</i>	10
<i>Li Yixiang</i>	<i>Improving alumni administration by self-built information system: Building IMMITE connected to enhance alumni connection</i>	12
<i>Lukashov Viktor</i>	<i>Configuration Management Process Improvement: A Case Study of a Pan-Nordic Insurance Company</i>	14
<i>Nguyen Phuong</i>	<i>Business process modeling in a global organization</i>	16
<i>Nikoghosyan Marianna</i>	<i>Application of the scrum framework in non-software project management</i>	18
<i>Radchenko Andriy</i>	<i>Key success factors and process for it project portfolio management</i>	20
<i>Rubinstein Igor</i>	<i>Analysis of value drivers behind CRM adoption in financial services industry</i>	22
<i>Scheidl Half</i>	<i>Master data management maturity and technology assessment: from theory to practice, case Ineo oy</i>	24
<i>Shen Yunru</i>	<i>IT innovation at Philips- Structuring ideation process</i>	26
<i>Theppatipat Trisai</i>	<i>IT service catalog: A case study of the implementation need in a Pan-Nordic insurance company</i>	28
<i>Toscano Matheus</i>	<i>The role of information technology in creating sustainability value for financial institutions in 2020</i>	30
<i>Vadangi Anil Raj</i>	<i>Smart social tagging support for task management through work context exploitation</i>	32
<i>Venkatachalam Karthick</i>	<i>Developing project management information system – A large and complex multinational corporation perspective</i>	34
<i>Xu Wei</i>	<i>Business on demand and its mobile solution - study with SAP ByDesign</i>	36



<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	Information Systems Science	Date	1.6.2011
Author(s)	Baiyere Abayomi	Student number	24448
		Number of pages	92
Title	DISRUPTIVE INNOVATIONS AT THE BOTTOM OF THE PYRAMID: Can they impact the sustainability of today's top companies?		
Supervisor(s)	Hannu Salmela, Anne-Francoise Rutkowski, Paul Laifa		

<p>Abstract</p> <p>Due to the different dynamics required for organizations to serve the emerging market which contains billions of people at the bottom of the pyramid (BOP) coupled with the increasing desire for organizations to grow and be more multinational, organizations need to continually innovate. However, the tendency for large and established companies to ignore the BOP market and rather focus on existing markets, gives an indication of the existence of a vulnerability that potentially disruptive innovations from the BOP will not be recognized in good time for a counter measure. This can be deduced from the fact that good management practice advocates that managers should learn and listen to their customers. Therefore majority of the large existing companies continually focus on their main customer/market with sustaining innovations which leaves aspiring new entrants with an underserved BOP market to experiment with.</p> <p>With the aid of research interviews and an agent-based model (ABM) simulation, this thesis examines the attributes of BOP innovations that can qualify them as disruptive and the possibilities of tangible disruptive innovations arising from the bottom of the pyramid and their underlying drivers. The thesis Furthermore, examines the associated impact of such innovations on the future sustainability of established large companies that are operating in the developed world, particularly those with a primary focus which is targeted towards the market at the top of the pyramid (TOP).</p> <p>Additionally, with the use of a scenario planning model, the research provides an evaluation of the possible evolution and potential sustainability impacts that could emerge, from the interplay of innovations at the two pyramidal market levels and the chosen market focus of organizations – TOP or BOP. Using four scenario quadrants, the thesis demonstrates the resulting possibilities from the interaction between the rate of innovations and the segment focused on by organizations with disruptive era characterizing the paradigm shift quadrant.</p> <p>Furthermore, a mathematical model and two theoretical propositions are developed for further research. As recommendations, the thesis also extends the ambidextrous organizational theory, business model innovation and portfolio diversification as plausible recommendations to limit a catastrophic impact, resulting from disruptive innovations.</p>	
Key words	
Further information	

Notes:



<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	Information Systems Science	Date	5.6.2011
Author(s)	Suresh Kumar Bhattarai	Student number	24450
		Number of pages	58
Title	CHALLENGES IN SCALING AGILE SOFTWARE DEVELOPMENT IN OFFSHORING ENVIRONMENT		
Supervisor(s)	Paul Laifa, Anne Rutkowski, Hannu Salmela		

Abstract	<p>Corporate decision to scale Agile Software development methodologies in offshoring environment has been obstructed due to possible challenges in scaling agile as agile methodologies are regarded to be suitable for small project and co-located team only. Although model such as Agile Scaling Model (ASM) has been developed for scaling Agile with different factors, inabilities of companies to figure out challenges and addressing them lead to failure of project rather than gaining the benefits of using agile methodologies. This failure can be avoided, when scaling agile in IT offshoring environment, by determining key challenges associated in scaling agile in IT offshoring environment and then preparing strategies for addressing those key challenges. These key challenges in scaling agile with IT offshoring environment can be determined by studying issues related with Offshoring and Agile individually and also considering the positive impact of agile methodology in offshoring environment. Then, possible strategies to tackle these key challenges are developed according to the nature of individual challenges and utilizing the benefits of different agile methodologies to address individual situation. Thus, in this thesis, we proposed strategy of using hybrid agile method, which is increasing trend due to adaptive nature of Agile. Determination of the key challenges and possible strategies for tackling those challenges are supported with the survey conducted in the researched organization.</p>
Key words	
Further information	

Notes:



<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Master's thesis
Licentiate's thesis
Doctor's thesis

Subject	Management of Information Systems	Date	06.06.2011
Author(s)	Olga Korzhova	Student number	24452
		Number of pages	102
Title	Enterprise Software for Nuclear Industry: The Case of the SAP Nuclear Competency Center		
Supervisor(s)	Paul Laïfa, Magali Seguran, Eija Koskivaara, Anne Françoise Rutkowski		

Abstract

The variety and complexity of enterprise application systems (EAS) is increasing every year, making it difficult for EAS developers to find ideas for new features. In order to stay on the front line of the innovative process, companies have to get the deep understanding of problems and challenges that are faced by their customers and potential customers. In this study analytical tools are applied to the publicly available information, with the aim to reveal the current state of the nuclear industry. The result of this analysis permitted to complete a list of business processes that are specific to the nuclear industry and, thus, should be supported by specially designed EAS modules.

The wide range of already developed EAS makes the customer participation in the development of new features crucial for the future success of the software. Hence, EAS developers look for customer feedback once the idea for new features is shaped. Through a practice-oriented approach, this study evaluates the opinion of nuclear industry representatives on a set of ideas shaped with the help of the theoretical analysis.

The result of this research demonstrated that customer needs were found correctly and the practical part permitted to refine and range ideas for new software pieces according to the level of estimated future customer demand. This research gave an important practical contribution to the ongoing project in the case company. From the theoretical standpoint, this study aggregates, describes and justifies the practical process of software development in the case company SAP, which is a leader in the enterprise software market. This research has several limitations that come from the applied nature of the study: the temporary value and restricted possibility for generalization.

Key words	ERP, EAS, enterprise systems, nuclear industry, industry-specific software
Further information	

Notes:



<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Subject	Information Systems Science	Date	31.05.2011
Author(s)	Yixiang LI	Student number	24454
		Number of pages	69
Title	IMPROVING ALUMNI ADMINISTRATION BY SELF-BUILT INFORMATION SYSTEM --- Building IMMITE Connected' to enhance alumni connection		
Supervisor(s)	Anne Rutkowski, Timo Leino, Paul Laifa		

Abstract

Alumni are considered as precious resource of the institutions, thus improving alumni administration is critical. In information era, alumni administration is assisted by widespread information technology, such as social network sites. This paper aims to discover if a self-built information system would enhance alumni connection in the IMMITE context, and what kind of attributes would be helpful applying to the special context.

The current online alumni services at other universities and at the IMMITE host university are analyzed, and then social media is introduced. After illustrating the social capital existing in IMMITE, the type of the self-built information system is suggested, following an interpretation of the prototype.

Two research models are utilized in this article: TAM and intentional social action model. The second model is adjusted with proposed parameters. Afterwards, a survey and an interview protocol are designed under the guidance of the models.

The results are analyzed in several groups, and the proposed parameters are tested. A conclusion is drawn to indicate how to improve alumni's intention to use and how to achieve a better-accepted design.

Key Words	Alumni administration, IMMITE, SNS
Further information	

Notes:



<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Master's thesis
Licentiate's thesis
Doctor's thesis

Subject	Management of Information Technology	Date	31.05.2011
Author(s)	Viktor Lukashov	Student number	24455
		Number of pages	52
Title	Configuration Management Process Improvement: A Case Study of a Pan-Nordic Insurance Company		
Supervisor(s)	Dr. Timo Leino, Turku School of Economics Dr. Paul Laifa, Institute d'Administration des Entreprises Dr. Anne Rutkowski, Tilburg University		

Abstract

Configuration management is often seen as an enabler for the main IT Service Management (ITSM) processes such as Incident and Problem management. A decent level of quality of IT configuration data is required in order to carry out routines of these processes. This case study examines the state of configuration management in a multinational organization and aims at identification of methods for its improvement.

The author has stayed five months with this company in order to collect different sources of evidence and to make observations. The main source of data for this study is interviews with some of the key employees of the assigned organization who are involved into the ITSM processes.

This study concludes the maturity level of the existing configuration management process to be repeatable but intuitive, and outlines the principal requirements for its improvement. A match between the requirements identified in the organization and the requirements stated in the ISO/IEC 20000 standard indicates the possibility of adopting ITIL guidelines as a method for configuration management process improvement. The outcome of the study presents a set of recommendations for improvement that considers the process, the information model and the information system for configuration management in the case organization.

Key words	IT Service Management, Configuration Management
Further information	

Notes:



<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	Business Process Modeling in a global organization	Date	01.06.2011
Author(s)	Phuong Nguyen	Student number	2497
		Number of pages	57
Title	Business process modeling in a global organization		
Supervisor(s)	Han van der Zee, Eija Koskivaara, Paul Laifa		

<p>Abstract</p> <p>Business Process Modeling is increasingly attracting the attention of scholars as well as enterprises due to its potential benefits in facilitating Business Process Management. Yet the majority of existing researches stopped at demonstrating the benefits of Business Process Modelling in the context of comprehensive solution for Business Process Management, but a pure view about implementing Business Process Model, especially in reality.</p> <p>This study reviews relevant literature on Business Process Modelling with in the focus on Business Process Analysis and Design. Furthermore, the study investigates Business Process Modeling experiences of a large global company attempts to contribute to the current knowledge about the field.</p> <p>The findings of the study show the enable role of Business Process Model in driving the company to be a process-centric organization, and in facilitating the continual process improvement. The study also describes the process modeling approach of the company in order to acquire the setting goal. Furthermore, the application of business process modeling technology is also discussed.</p> <p>business process modeling in a global organization</p>	
Key words	Business Process Model, Business Process Management System
Further information	

Notes:



<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	Project Management	Date	31.05.2011
Author(s)	Marianna Nikoghosyan	Student number	u1238671
		Number of pages	61+Appendices
Title	Application of the scrum framework in non-software project management		
Supervisor(s)	Prof., Ph.D. Pieter Ribbers Prof., Ph.D. Hannu Salmela Prof., Ph.D. Paul Laifa		

Abstract

Scrum is an agile project management approach that has been widely practiced in the software development projects. It has proven to increase quality, productivity, customer satisfaction, transparency and team morale among other benefits from its implementation. The concept of scrum is based on the concepts of incremental innovation strategies, lean manufacturing, kaizen, iterative development and so on and is usually contrasted with the linear development models such as the waterfall method in the software industry.

The traditional approaches to project management such as the waterfall method imply intensive upfront planning and approval of the entire project. These sort of approaches work well in the well-defined stable environments where all the specifications of the project are known in the beginning. However, in the uncertain environments when a project requires continuous development and incorporation of new requirements, they do not tend to work well. The scrum framework was inspired by Nonaka's article about new product development and was later adopted by software development practitioners.

This research explores conditions for and benefits of the application of scrum framework beyond software development projects. There are currently a few case studies on the scrum implementation in non-software projects, but there is a noticeable trend of it in the scrum practitioners' community. The research is based on the real-life context multiple case study analysis of three different non-software projects. The results of the research showed that in order to succeed within scrum projects need to satisfy certain conditions – necessary and sufficient. Among them the key factors are uncertainty of the project environment, not well defined outcomes, commitment of the scrum teams and management support. The top advantages of scrum implementation identified in the present research include improved transparency, accountability, team morale, communications, cooperation and collaboration.

Further researches are advised to be carried out in order to validate these findings on a larger sample and to focus on more specific areas of scrum project management implementation.

Key words	Project Management, Agile, Scrum
Further information	

Notes:



<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Master's thesis
Licentiate's thesis
Doctor's thesis

Subject	Information Systems Science	Date	31.5.2011
Author(s)	Radchenko Andryi	Student number	24459
		Number of pages	64
Title	KEY SUCCES FACTORS AND PROCESS FOR IT PROJECT PORTFOLIO MANAGEMENET		
Supervisor(s)	Han van der Zee, Paul Laifa, Eija Koskivaara		

Abstract

The importance of Information Technology (IT) in the business environment is continuously growing. This stimulates the increase of size, complexity and number of IT projects and raises the need for IT Project Portfolio Management (IT PPM). While being actively discussed for the last few decades, IT PPM has a short history of practical implementation. This creates inconsistency in the views of different authors and provides an opportunity for additional research.

As a first step, this research explores the existing studies and brings together the views of different authors on IT PPM. As a result, a high-level IT PPM Process Cycle and a set of Key Success Factors for IT PPM are proposed. IT PPM Process Cycle gives an overview of the main elements of IT PPM process, while the set of Key Success Factors provides a number of factors that should be considered during the implementation.

As a second step, both theoretical deliverables are empirically tested by a case study and a survey conducted in a big multinational company. The case study is used to analyze process framework of the studied company towards the developed IT PPM Process Cycle. Subsequently, a survey was conducted among subject matter experts of the same company to evaluate the importance and relevance of the proposed Key Success Factors.

Finally, this thesis concludes with findings made during the case study and provides an empirically tested selection of factors to be taken into account. These two deliverables can be used by both academics and practitioners to close the gaps in existing literature and assist in IT PPM implementation.

Key words	
Further information	

Notes:



ABSTRACT

<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	Information Systems Science	Date	30.5.2011
Author(s)	Igor Rubinstein	Student number	24460
		Number of pages	45
Title	ANALYSIS OF VALUE DRIVERS BEHIND CRM ADOPTION IN FINANCIAL SERVICES INDUSTRY		
Supervisor(s)	Paul Laifa, Anne-Francoise Rutkowski, Hannu Salmela		

Abstract

This research is focused on deriving framework for the value thought for from the Customer Relationship Management system adopted by an enterprise operating in the financial services industry. It will analyze existing academic work to derive a conceptual value model, while applying secondary industry specific case studies provided by the CRM vendors to check the validity and commonality of these drivers. Furthermore this work locates the variances and correlation between value thought for from CRM system, scope of enterprise operations and size of the enterprise.

Key words	Customer Relationship Management, Value Mapping, Value Drivers, Financial Services Industry
Further information	

Notes:



<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	Data Management	Date	31.05.2011
Author(s)	Half Abude Scheidl	Student number	24461
		Number of pages	50
Title	MASTER DATA MANAGEMENT MATURITY AND TECHNOLOGY ASSESSMENT From theory to practice, case Ineo Oy		
Supervisor(s)	Timo Leino; Paul Laifa, Anne-Francoise Rutkowski		

Abstract

After decades of mergers and acquisitions and successive technology trends such as CRM, ERP and DW, the data in enterprise systems is scattered and inconsistent. Global organizations face the challenge of addressing local uses of shared business entities, such as customer and material, and at the same time have a consistent, unique, and consolidate view of financial indicators.

In addition, current enterprise systems do not accommodate the pace of organizational changes and immense efforts are required to maintain data. When it comes to systems integration, ERPs are considered "closed" and expensive. Data structures are complex and the "out-of-the-box" integration options offered are not based on industry standards. Therefore expensive and time-consuming projects are undertaken in order to have required data flowing according to business processes needs.

Master Data Management (MDM) emerges as one discipline focused on ensuring long-term data consistency. Presented as a technology-enabled business discipline, it emphasizes business process and governance to model and maintain the data related to key business entities. There are immense technical and organizational challenges to accomplish the "single version of the truth" MDM mantra. Adding one central repository of master data might prove unfeasible in a few scenarios, thus an incremental approach is recommended, starting from areas most critically affected by data issues.

This research aims at understanding the current literature on MDM and contrasting it with views from professionals. The data collected from interviews revealed details on the complexities of data structures and data management practices in global organizations, reinforcing the call for more in-depth research on organizational aspects of MDM. The most difficult piece of master data to manage is the "local" part, the attributes related to the sourcing and storing of materials in one particular warehouse in The Netherlands or a complex set of pricing rules for a subsidiary of a customer in Brazil.

From a practical perspective, this research evaluates one MDM solution under development at a Finnish IT solution-provider. By means of applying an existing assessment method, the research attempts at providing the company with one possible tool to evaluate its product from a vendor-agnostics perspective.

Key words	Data management, Master Data, Master Data Management
Further information	

Notes:



<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	Management of Information Technology	Date	June 2,2011
Author(s)	Yunru Shen	Student number	24485
		Number of pages	84
Title	IT Innovation at PHILIPS- Structuring Ideation Process		
Supervisor(s)	Ph.D. Ramon O'callaghan Ph.D. Eija Koskivaara Ph.D. Paul Laifa		

Abstract <p>This study based on a project named IT Innovation Pipeline from Philips. The purpose of this project is to find good, creative and innovative ideas to fulfill some of the most challenging IT needs of Philips' business. The study begins with the question what benefits can IT innovation bring to the organization where IT plays an enabling role. After defining the role of IT innovation, structuring the ideation process of IT Innovation to the needs of this particular organization has been researched and studied in this thesis.</p> <p>Literature review illustrates the potential benefits of the IT Innovation while provided a brief ideation process framework. Based on the critical theories indentified through literature review and as a result of this empirical study, an ideation process was structured. In addition, the supplementary but crucial plan such as change management and communication plan has been discussed.</p> <p>The constructed Ideation process of IT Innovation Pipeline is an iterative process, where learning will be remarked, documented and translated into continuous improvements. Although the framework provides the guideline of implementation, the employees' full engagement will be the vital criteria for the success; some approaches to engage with employees have been identified and measured in the study.</p>	
Key words	IT Innovation, Innovation Process, Change management
Further information	N/A



Notes:



<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Master's thesis
Licentiate's thesis
Doctor's thesis

Subject	Information System Science	Date	01.06.2011
Author(s)	Trisai Theppatipat	Student number	24463
		Number of pages	60
Title	IT Service Catalog: A Case Study of the Implementation Need in a Pan-Nordic Insurance Company		
Supervisor(s)	Dr. Timo Leino, Dr. Anne Rutkowski, Dr. Paul Laifa		
Abstract <p>IT service catalog is an increasingly important issue as many IT organizations have been realizing it as a central communication and visualization tool to bridge the gap between IT and the business. This study reviews relevant literature on IT service catalog and related issues on IT services delivery. Furthermore, the study shows how IT service catalog can enhance IT effectiveness as well as provide more benefits when integrating with Configuration Management Database.</p> <p>In order to analyze whether IT service catalog is needed to be implemented in a Pan-Nordic Insurance Company, this study also investigates the current IT services delivery of a case study. The findings of the study show the problems in the current situation of IT services delivery in the case. The characteristics of IT service catalog are recommended in order to help with the mentioned flaws.</p>			
Key words	IT services, IT service catalog, IT service delivery		
Further information			

Notes:



<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	Information systems science	Date	31.5.2011
Author(s)	Matheus Toscano	Student number	24464
		Number of pages	78
Title	THE ROLE OF INFORMATION TECHNOLOGY IN CREATING SUSTAINABILITY VALUE FOR FINANCIAL INSTITUTIONS IN 2020		
Supervisor(s)	Paul Laifa, Eija Koskivaara, Anne-Francoise Rutkowski		

Abstract

The growing importance of global sustainability issues has been causing many changes to the financial services industry. Facts such as climate change, social development and the financial crisis in 2008 have been making banks reconsider the manner that they consider environmental, social and economic factors in their decision-making process.

At the same time, information technology (IT) has been transforming the financial service industry and its fast development has casted doubts on the way it should be managed within an organization. This current changing environment brings a number of uncertainties to the future that cannot be addressed using traditional forecasting techniques.

This research investigates how IT can bring value to sustainability in the financial service industry in 2020. Through the use of a scenario planning technique, we analyzed how trends in the current environment (considering the relation between sustainability, financial institutions an IT) can lead to four different future scenarios. Then, we discussed how IT can improve a bank's sustainability performance, considering the limitations of each scenario.

Key words	
Further information	

Notes:



<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	IMMIT Master Thesis - Abstract	Date	16.02.2011
Author(s)	Anil Raj Vadangi	Student number	24465
		Number of pages	40
Title	Smart social tagging support for task management through work context exploitation		
Supervisor(s)	Timo Leino, Paul Laifa, Anne-Francoise Rutkowski		

Abstract

Social tagging evolved in response to a need to tag heterogeneous objects, the automated tagging of which is usually not feasible by current technological means. Social tagging can be used for more flexible competence management within organizations. The profiles of employees can be built in the form of groups of tags, as employees tag each other, based on their familiarity of each other's expertise. This can serve as a replacement for the more traditional competence management approaches, which usually become outdated due to social and organizational hurdles, and obsolete data. These limitations can be overcome by people tagging, as the information revealed by such tags is usually based on most recent employee interaction and knowledge.

Task management as part of personal information management aims at the support of users' individual task handling. This can include collaborating with other individuals, sharing one's knowledge, both functional and process-related, and distributing documents and web resources. In this context, Task patterns can be used as templates that collect information and experience around tasks associated to it during run time, facilitating agility. The effective collaboration among contributors necessitates the means to find the appropriate individuals to work with on the task, and this can be made possible by using social tagging to describe individual competencies.

The goal of this study is to support finding and tagging people within task management, through the effective exploitation of the work/task context. This involves the utilization of knowledge of the workers' expertise, nature of the task/task pattern and information available from the documents and web resources attached to the task. Vice versa, task management provides an excellent environment for social tagging due to the task context that already provides suitable tags. The study also aims at assisting users of the task management solution with the collaborative construction of light-weight ontology by inferring semantic relations between tags. The thesis project aims at an implementation of people finding & tagging within the java application for task management that consumes web services, which provide the required ontology for the organization.

Key words	Social tagging, ontology, task management, task pattern, knowledge management
Further information	This study supports and develops the research prototype for task management application within the MATURE IP project (http://mature-ip.eu/)

Notes:



<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	Information System Management	Date	31-May-2011
Author(s)	Karthick Venkatachalam	Student number	24466
		Number of pages	63
Title	Developing Project Management Information System – A large and complex multinational corporation perspective		
Supervisor(s)	Ph.D. J.T.M Hans van der Zee Ph.D. Eija Koskivara		

Abstract

This study is an outcome of two important trends in the current business world. Firstly, most of the organizations around the world have adopted project management as a way of working. Anything and everything that an organization does is executed in the form of projects. Secondly, in the information age, information systems play a crucial role in providing relevant information to the management in an effective and efficient way. From these trends, it can be understood that Project Management Information Systems (PMIS) have increasingly become one of the critical aspects of project management. To develop a PMIS, several business processes and management requirements have to be considered, numerous constraints should be taken into account and then a pragmatic approach for development has to be chosen. In this context, many organizations are finding it challenging to develop a well defined information system for project management. This study considered all the aspects of developing a PMIS and proposes a step by step procedure an organization can take to develop an efficient and effective PMIS.

The study uses a combined theoretical and practical approach through literature review, a case study of an international organization combined with interviews with project managers in the organization under case study. The literature review was used to get a theoretical perspective of PMIS and to understand what research has been already done. The interviews and discussions with the project managers were used to gather opinions about the issues in PMIS development and to gather requirements for PMIS. Finally, the case study was used to develop the step by step PMIS development guide.

The study revealed a number of issues an organization has to face which vary from organizational to technical. Some of the issues are inherent of any information system and some issues are specific to PMIS. The study results also show different approaches available for developing an efficient and effective PMIS and the factors that may influence the implementation of the chosen approach. Finally, the study proposed a step by step guidance for developing PMIS. The step by step guidance was developed from the perspective of a complex multinational corporation and hence may not be easily applied to small and medium sized organizations.

Key words	Project Management, Information system, PMIS
Further information	

Notes:



<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Master's thesis
Licentiate's thesis
Doctor's thesis

Subject	Information Systems Science	Date	1.6.2011
Author(s)	Wei Xu	Student number	24467
		Number of pages	63
Title	BUSINESS ON DEMAND And its mobile solution - study with SAP ByDesign		
Supervisor(s)	Han van der Zee, Paul Laifa, Hannu Salmela		

Abstract

Business On-Demand solutions are widely used by SMEs in the world today. When I started working in SAP, SAP had just launched its first version mobile solutions for Business On-Demand solutions. SAP ByDesign mobile solution is great, but I believe we could do something even better on mobile phones. My job is focusing on mobile application development. Therefore, I have lots of thoughts about how we could make the mobile solutions better serve desktop solutions and how to distinguish the mobile solutions. Finally I decide to have a further research into this area.

The purpose of this thesis is trying to find out how to improve the mobile solutions for Business On-Demand, find out its benefit and limits, and distinguish SaaS mobile solutions from desktop ones.

In order to conduct this research, I had some online literature search to find out the Business On-Demand market and major players in this area. I compare the materials from public internet with the ones that are used internally in SAP. I had some interviews with SAP solution manager and SAP's potential customers. I finally made some pro-posals for mobile SaaS solutions which I believe will make the solutions better present and much helpful to the customers.

Key words	SaaS, Mobile, Business On-Demand, SAP, ByDesign, Software as a Service
Further information	

Notes:



European Commission
**ERASMUS
MUNDUS**

<http://www.immit.eu/>