

Master's programmes

Operating environment

There are many views regarding what security, safety, security management and security competence can be considered to contain. There is consensus, however, regarding not only the difficulty of defining the field but also the fact that security and security management are related very closely to society and the activities of all of its organs. It is difficult to examine any individual, organisation or society without coming across the security issue at some level. On the other hand, some public debates have suggested that security is overemphasised in today's society. Experts warn us that too much focus on security can paradoxically lead to a culture of fear.

As all other fields of expertise, security management and related competence is characterised by constant change. Often security work is about predicting trends and responding to the challenges brought by quick changes. In our risk society, risk and threats take on new forms. Globalisation and technological advances force us to prepare for security risks that were previously completely unknown. This poses ever greater challenges to security operators.

More than ever before, security is now seen as human activity. This means that responsibility for security does not lie just with a faceless society or the system, but all the organisations and people in the society are answerable for their part for ensuring the maintenance of a safe environment. Because security is the combined effect of many factors, it can be affected by many different players. Even local security planning activities include the authorities, businesses, other organisations and the local inhabitants themselves.

As security develops into a collaborative operation between several different players, interaction between the authorities and private businesses must also increase. Everyone operating in the security field must be able to create partnerships and participate in diverse networks. As an example, a common strategy for preventing crimes and abuse directed at businesses was created in mutual cooperation by the authorities and industry and commerce. Some Finnish projects shared by businesses and the authorities, aiming to develop security issues, have received international attention. As internal security duties shift away from the monopoly of the police, private security services increase in importance. International research has pointed out for instance the significance of private security services in fighting crime.

In terms of corporate security, companies have more responsibility over their own risk management and security than before. One challenge in business operations is to link security to the business process so that it becomes an inseparable part of it. It is particularly challenging to combine the open operating environment often required for business with a security level that can guarantee sufficient operational safety while restricting openness as little as possible. The advancement of globalisation also means that organisations have to adapt their security measures to a variety of operating cultures and legislative environments. Having in-depth knowledge of diverse requirements combined with sufficient business competence is a key success factor in organisations' intercultural security operations.

Some of the major factors affecting personal safety are an increase in leisure time and the aging of the population. As the size of the workingage population has begun to decline, increased use of technology and new ways of producing services are critical. Changes are also taking place in security management, where the significance of innovative solutions is growing. In terms of security competence, the aging of the population and increased leisure time also create a need for investing in home and leisure security.

Finland aims to combat the outsourcing of jobs to cheaper countries by developing new solutions for science, technology and innovation policies. At the same time, the boundary between a physical product and a service is becoming blurred. In security management this means, among other things, that security innovations that utilise new technology should aim above all to serve the security needs of individuals and organisations.

Expertise

Information security is already a critical part of the information society strategy, but its importance is continuously growing. According to the Finnish Government Information Society Programme, a central element in the information society is trust. If information security is not taken care of, this trust is compromised, which may lead to various

threats becoming realised. In developing expertise in security management we must continuously consider how traditional physical security and information security can be combined. Convergence theories have occasionally been used to describe this very issue, although they also relate more broadly to managing security and other complexities.

As a part of the development of security in the risk society, the amount of regulations applying to security related issues increases. Security management is more than ever the result of statutory requirements set for organisations. Another element of regulation activities consists of various standards and the operating regulations of international businesses. It is increasingly common for business contracts, for example, to include diverse security demands. In our information society it is crucial to ensure that privacy and confidentiality are regulated to a sufficient degree to protect individuals' fundamental rights. All this poses increasing challenges to security professionals. They not only have to have knowledge of the regulations and obligations related to security, but they also have to know how to apply them in practice. They must also motivate people to comply with these regulations and obligations. The Helsinki metropolitan area is a driver for the economic development of the whole of Finland. The area produces more than one third of Finland's gross domestic product and contains more than 30% of the country's jobs. According to an estimate by ERECO (2006), production will grow in the Helsinki area by approximately 4% per year in 2006-2010. This means that developing the Helsinki area is essential in terms of the progress of Finland as a whole.

The strong economic growth of the Helsinki metropolitan area combined with the increasing specialisation of sectors has caused a situation in which many sectors continuously need new competent workers, particularly for management and expert positions. Security is one of the sectors mentioned particularly by the report in question. In the metropolitan area, the field has clear human resource needs for experts areas such as technical monitoring, guard-ing and safety.

The Helsinki area differs from other Finnish cities and regions in that it contains a large number of headquarters and central units of companies, organisations, government bodies and third sector operators. Corporate-level security functions are usually based in headquarters, which means that the Helsinki metropolitan area has particular needs for expertise in security management. The central offices of the Finnish subsidiaries of international companies are usually also located in the Helsinki area, and they typically house the management of security functions for the whole of Finland.

Competences

One of the central objectives of education at universities of applied sciences is to support its own continuous development. Regional development can be seen as a framework for all learning as a whole, while education on the one hand produces professionals who can develop their sector and on the other hand modifies practices in the field in collaboration with workplace representatives, through the integrated Learning by Developing operating model. By becoming networked with a view to developing the region's security management expertise together, higher education institutions, businesses and public operators can create a situation whereby the metropolitan area gains a whole new kind of innovation system – the Triple Helix model – with which the future challenges faced by security management can be addressed. In that model, public institutions, businesses and Laurea form a tripartite partnership to respond to the metropolitan area's innovation challenges. Instead of cooperation and interaction between three parties, we now have a merged and seamless tripartite system. This merger produces an enriching community of knowledge and action.

Due to multiple factors, businesses and other organisations will in future need even more expertise related to the management of security issues in a global environment. Below is a summary of the factors affecting international security management issues and the related competence needs. It is based on research and studies conducted in the field in the last three years.

Finland is enhancing and increasing its participation in developing and carrying out civil crisis management, particularly within the operations of the EU but also in the context of other organisations and forms of operation. Some of the main issues are anticipating the effects of climate change, protecting the Baltic Sea, preparing for disasters in nearby areas and increasing the safety of international shipping in the Baltic Sea, particularly the Gulf of Finland.

National resources are being developed widely. The internal security of Finnish society is under control in all situations, and the authorities' ability to combat existing and new threats is under development. The Government's Internal Security Programme has widely been adopted and the society's vital functions are secured through the cooperation of the authorities and other operators in partnership.

The security implications of global problems and regional conflicts have increased. Globalisation has intensified the dependence of Finland's internal and external security on the wider international situation. In recent years, new widespread security threats have increasingly begun to affect the external and internal security of European countries. Globalisation has reduced the significance of geographical distance. Global issues and problems that transcend national boundaries affect the security of Finnish society and citizens as much as global and European security. Risks and threats have taken new forms and their effects spread more quickly and more widely. Threat prevention requires broad international cooperation and an improved ability to tackle problems and their causes. That means that these issues are no longer remote even for Finland. Still, Finland remains one of Europe's safest countries.

The security of electronic communication and information systems, protection against epidemics, and readiness against radiation and chemical threats are increasingly important in safeguarding the main critical functions of society. The benefits of globalisation are unevenly distributed and there are often strong reactions against defects and needs for change. In relation to managing globalisation, demands are placed on governments' ability to act and the functionality of their shared cooperation agreements. The benefits of globalisation and a stable international environment for an economy such as Finland's are undeniable, but as mutual dependence increases, it makes it more difficult to manage risks using national means.

The internationalisation of the economy promotes the mobility of people, goods, services, capital and information, and encourages the use of vulnerable technological systems and networks. Security risks increase and the vulnerability of society grows in different ways, particularly if these risks are related to terrorism or organised crime. The unpredictable nature of globalisation and the possibility of crises are genuine challenges faced by Finland's security and the Finnish economy. In the globalisation era, various kinds of disturbances are quickly spread to other countries, both directly and in the form of international system functionality crises or global economic difficulties. This affects not only the operating conditions of internationalised Finnish corporations, but through them also the welfare of Finnish citizens.

Organised crime is increasingly often multinational. Drug and human trafficking and various financial crimes pose threats to the running of societies by seeking to infiltrate the legal structures of society. Financial and technological risks become emphasised through globalisation. Many security risks have financial implications, which affect large areas through international funding systems, trade, investments, and telecom and traffic connections, as well as any disturbances in these connections. Our growing dependence on the operation of technical systems gives rise to new risks.

Businesses have adopted global operating models, leading to the centralisation of production, increased networking of functions, and lengthening delivery and service chains. Our dependence on foreign networks and logistical systems has grown, as have subcontracting and the significance of various technical systems. As dependence grows, so does the vulnerability of organisations. An information society extensively based on information networks and systems is sensitive to diverse malfunctions and crimes. Successful and unsuccessful attempts to break into secure IT systems are everyday occurrences. These threats also affect security officials' telecom and information systems. Computer viruses spread quickly across open online networks. The Internet also offers opportunities for crime.

Companies have increasing responsibility over their own risk management and security. Safety standards and certificates are becoming a self-evident part of organisations' interaction. Everyday business functions now include comprehensive security management. Safeguarding the continuity of business under any circumstances is a prerequisite for business relations. As technology progresses more quickly, there is less time to take security matters into account in development and testing. Risk management cannot rely on historical incident statistics; the focus is now on anticipating future changes in the risk field. Interaction between experts, stakeholders and citizens is needed in order to solve complex problems in risk management processes. One of the most important aspects of risk management is having an overall view of the risks related to business transactions. The boundary between unusual circumstances (emergencies) and normal circumstances is removed. Information security risks must be thoroughly evaluated whenever the outsourcing or subcontracting of any functions related to IT systems or information security is being considered. Organisations always keep their responsibility for their information security, however, which means that each organisation must maintain a sufficient security level. Service agreements made with external parties must clearly indicate the rights and responsibilities of each party, and state the necessary requirements for security management expertise.

Finnish companies that operate abroad must adapt their operations to local security conditions. International busi-

nesses, meanwhile, bring a great variety of security management systems into their Finnish offices. The operations of Finnish and international companies in Finland and abroad are regulated by local security conditions and by the de facto standards for internal and external security applied by the companies locally and globally. Generally de facto standards are ahead of de jure standards and practices.

As a consequence of the aging of the population, accidents in the home and during leisure time increase. The feeling of insecurity can grow out of proportion to real threats; at worst, fear can become a factor that restricts people's lives and actions. As the elderly population removes itself from the workforce, there is more migration.

The effects of internationally directed serious crime are growing, and criminal organisations managed from abroad are increasing their foothold in cross-border crime. The new culture of crime increases the threats of corruption, extortion and intimidation. Cooperation within and between different authorities and partnerships with other operators are used to seek cost-effective solutions to increase security.

In future, the operating ability of organisations and networks will greatly depend on the commitment of their employees. A strong security culture and awareness direct people's behaviour. A purposeful development of the security culture is an essential part of organisations' operations. More and more people with different cultural origins work together. Workplace violence is increasingly common. In the future, even more people will hold positions in which they can cause widespread intentional damage.

Finland participates actively in developing crisis management activities. Finland has only ever participated in operations after thorough deliberation and preparations, however, and it intends to continue doing so. The problem is that Finland hardly has any private or third-sector operators that could participate for instance in tendering for the EU's civil crisis management operations or in creating the service innovations encouraged by the EU's Services Directive.

Security can be seen as a highly complex phenomenon. As such, it cannot necessarily be approached just through its parts, but must be seen as a whole. This is why universities of applied sciences are appropriate learning environments for security competence. If security is forced into the mould of a scientific discipline, some of the perspectives on the subject may be cut out.

Still, security must also be seen as a highly multidisciplinary phenomenon. Security-related research makes use of the achievements of many different disciplines and tries to apply the outcomes of basic research to developing for instance practical workplace routines. One of the challenges of the field is how to acquire a deep enough understanding of the applications of different disciplines so that they can be integrated into security and into the development of organisations' activities. The disciplines that are used in developing security already exist; what we need are new ways of combining the results achieved in these fields to enhance the production of security innovations.

Competence development process

It is the duty of universities of applied sciences to carry out educational activities, regional development activities and workplace oriented research and development. In practice, the completion of these tasks is facilitated among other things by the creation and implementation of practical applications for utilising the research outcomes of academic universities. Laurea's own LbD (Learning by Developing) operating model is based on the integration of the three tasks given by law to universities of applied sciences: i.e. education, R&D and regional development. The operating model is also beneficial for the development of innovations in security that can be utilised by employers in ways that serve regional development.

There is a clear need for a Master's Degree in Security. This degree offers graduates of Laurea's degree programme in Security Management opportunities for deepening their competence further and thus for strengthening the reputation of their profession and field. The Master's degree is also open to graduates of other universities of applied science or academic degrees. This makes the degree multidisciplinary and, above all, diverse. Students from different backgrounds promote the creation of communities that enrich the labour market and regional development.

The differences between the students' backgrounds also has an exceptionally significant impact on the objective of integrating security into organisations' operating processes. For instance in a business environment, integration between management, business processes and security would promote the creation of a comprehensive and holistic vision. The diversity of students is one of the assets and specific strengths of this degree programme.

Laurea's operating model based on integrative learning environments is particularly effective in promoting the integration between the workplace, regional development and learning that is essential for the Master's degree in Security. In integrative learning environments, students acquire knowledge and skills through genuine problem-solving assignments. This makes learning holistic and experiential. The idea that learning and workplace development can be combined with work is crucial.

Description of the Degree Programme

This is the curriculum for the Master's Degree in Security offered at Laurea University of Applied Sciences. There is a great need for in-depth and broadening expertise in security based on the workplace needs of the security cluster, on the special regional characteristics of the Helsinki metropolitan area and on globalisation.

Laurea's Master's Degree in Security is based on the innovative development of the security cluster through education and applied R&D, and on the regional development of the metropolitan area. The Master's degree fulfils the security competence needs of private businesses and the public sector.

Graduates are initiators of development who can improve the competitiveness of businesses and the influential position of organisations in national and international markets and forums. The programme trains security experts who can hold demanding development and management positions in businesses and other organisations. The programme provides broad and deep competence in security and its management, as well as theoretical knowledge based on the latest academic knowledge as to the security expertise needed for carrying out demanding development and management work.

Studying in the Degree Programme

Students of the degree programme deepen their knowledge, skills and competence in security and its management, and understand their workplace, regional, international and social implications. Graduates have the skills and methodological ability for lifelong learning in security management, and for continuous development of their own expertise. Students learn to respond to new global challenges for developing and managing security. In addition they acquire the communication and language skills required for security development and management positions, and the skills needed for international interaction and professional activity.

In the degree programme, learning is acquired through praxis, i.e. mutual interaction between the students' own experiences, the practices in the field and new knowledge and data. The teaching process is a dynamic system in which theory, experience and practice meet and in which students develop their competence through diverse networks.

Students grow towards dynamic expertise. Learning assignments are set so that students can develop new competence and apply it creatively in problem solving. Students strengthen their core competence by increasing their knowledge of theory in the field and by solving professional problems from different perspectives and using diverse tools. The outcomes are new work methods, models and explanations. The competence of the sector and the operating environment are strengthened by carrying out analyses of the environment and becoming networked with other operators in the field, with the aim of creating visions of future development and identifying latent innovations. Students are guided in a participatory manner and teaching takes on a tutorial form. Students can use assignments to improve their general workplace skills (learning to learn, information management, deduction, communication, group-based learning, creative thinking, self-management, envisioning) and their ability to develop their work identities. Tutoring, feedback from operators in the field and self-evaluations award students opportunities for pondering the principles of their own actions.

		1. year	2. year
OP	STUDIES	75	15
189	ORGANISATIONAL DEVELOPMENT METHODS		
00646	Action Research	5	
00715	Futures Studies Methods	5	
00403	Innovation Management Methods	5	
190	SECURITY AND RISK MANAGEMENT		
00656	Security Management in Risk Management Process	5	
00657	Security Behaviour of Individuals and Organisations	5	
00659	Continuity Management		
00660	Exception Situations and Crisis Communication	5	
00405	Applied Information Security and Security Systems Management		
A0122	Management of Auditing‎	5	
191	BUSINESS AND LEADERSHIP		
00661	Responsible Leadership and Workplace Development	5	
00416	Strategic Management	5	
00819	Growth Entrepreneurship		10
00664	Development of Knowledge-Intensive Business	5	
00404	Network Management	5	
192	INTERNATIONAL SECURITY MANAGEMENT		
00666	Operating in Global and Multicultural Environment	5	
00667	Security Management in International Business	5	
00668	Current Issues in International Security Management	5	
00669	English for managers and professionals	5	
194	THESIS		
00716	Thesis	30	
		75	15

189 ORGANISATIONAL DEVELOPMENT METHODS, 0 cr

Description:

Students acquire strong methodological skills in investigating and developing organisations, tasks, management and business operations. The learning process strengthens the students' research and development skills with methodological competence. The emphasis is on developing the workplace and organisations through action research, innovation management and research that predicts future operating environments, among other means. The study entity supports the students' thesis work.

Students who have completed the theme's study units:

- know the approaches of research-oriented development and proactive organisational development
- know the methods for applying theory in practice
- understand the process of researching and utilising information as a whole
- know the main workplace development methods

The student will be able to:

- use different methods in their own operating environments in situationally appropriate ways, i.e. understand what knowledge is needed and what methods can be applied to acquire it
- define their knowledge needs and apply knowledge to their own operating environments
- evaluate and manage the information gathering process
- outline objectives for the development of their organisations and sectors, and choose development objects
- participate in a social value network and a competence-enriching community
- independently carry out research and development projects that develop the profession
- acquire and handle information in their field of expertise and in other related fields, evaluate it critically, see things holistically and generate new knowledge
- assess the operation of a work community, and plan, organise and develop operations in changing circumstances
- understand extensive entities and the causal relationships between things, and work with limited information in situations requiring multidisciplinary competence
- design the elements of project work, participate in and manage projects
- initiate viable, customer-focused development operations
- find solutions and alternatives in problem-solving situations
- explain and justify things in writing and interact with other people

Content:

Teeman opintojaksot muodostavat vahvan kokonaisuuden organisaatioiden käytännön kehittämistarpeiden ennakkoinnille, identifioinnille, analysoinnille ja niihin liittyvän innovaatiotoiminnan johtamiselle.

Opintojaksot

00646 Toimintatutkimus, 5 op (pakollinen)

00715 Tulevaisuuden haltuunoton menetelmät, 5 op (pakollinen)

00403 Innovaatiotoiminnan menetelmät, 5 op (pakollinen)

Learning process:

Teema syventää ja vahvistaa opiskelijan osaamista modernien organisaatioiden kehittäjänä ja tulevaisuuden luotaajana.

00646 Action Research, 5 cr

The student is able to:

- know the methodological approach in which the researcher is closely involved with the operations of the organisation being studied, and actively develops its operations by identifying and solving problems and by working towards certain improvement objectives
- know the methods in which the researcher investigates the emergence of the problem, gathers information on the phenomenon, considers alternatives for its origins and development, and tests possible solutions for improving operations, sometimes together with other members of the target organisation

Contents of the study unit:

- researcher's active participation in the change and research process

- relationship between the researcher and research object, cooperation and shared participation
- practical orientation and focus on problems
- stages and progression of the research process

Study unit description:

The course looks at research methods, with which researchers can develop an organisation's activities while participating simultaneously as change agents. Action research is a process that aims at changing and improving things. The main thing is to understand the process in a new way. Action research is an approach that is not interested in how things are but above all in how they should be.

00715 Futures Studies Methods, 5 cr

The student is able to:

- use information gathering and management to increase individuals' or organisations' knowledge and understanding of the organisation's current status and operating environment, to create foundations on which to base decisions and the identification of potential benefits, and to form a basis for measuring change.
- use futures research to identify megatrends and weak signals in the operating environment, point out development directions for the sector, and evaluate the effects of recognised change drivers and change processes on the sector or business cluster in question

Contents of the study unit:

- information gathering entity
- futures research entity

Study unit description:

The course produces skills in investigating the possible, desirable and probable futures of a target organisation. It also increases competence in the approaches through which target organisations can be directed towards the desired future

00403 Innovation Management Methods, 5 cr

The student is able to:

- participate innovatively in development networks and leading teams' development activities in a proactive, target-oriented way
- generate new ideas and implement them in a networked environment
- manage a process aimed at refining an innovation idea

Contents of the study unit:

- concept of innovation
- incremental and radical innovation
- the innovation process
- goods, service and process innovation, social innovation
- commercialising innovations
- leadership and organisation to support innovativeness

Study unit description:

The competence gained in the study unit relates to participating innovatively in development networks and leading teams' development activities in a proactive, target-oriented way. Core competences are creating new ideas and their practical implementation in a network environment. Competence is reflected concretely in the management of a project that aims to refine an innovation idea.

190 SECURITY AND RISK MANAGEMENT, 0 cr

Description:

Students acquire in-depth skills in organisational security and risk management. They learn to develop security management systems based on organisations' needs and to assess how well they work in various threatening situations. By looking at the issue as a whole and progressing in a process-oriented way, students learn to develop

security management, organisational risk management and internal monitoring. The students' competence development is based on security management in risk control processes, the security behaviour of individuals and organisations, information security, ensuring the continuity of operations in security incidents, emergency management and crisis communication.

The student will be able to:

- act on their own initiative, predicting changes and change needs
- plan, organise and develop their own work
- manage the socioeconomic links of organisations in their fields, know and can utilise social influencing opportunities, can apply the principles of sustainable development to their own work, and are aware of their organisations' corporate social responsibility
- analyse and evaluate project operations and work methods, model the tacit knowledge of experts and employees, and acquire information on an organisation and enrich it into a concrete plan
- listen to others and can make presentations in writing, orally and visually to different target groups
- take initiatives, adopt a developmental approach to work, and initiate and implement change processes
- outline the core competences of the sector and their significance
- work in diverse communication and interaction situations, and organise and create professional networks
- develop security systems and secure information systems

Content:

Teema vahvistaa ja syventää opiskelijan osaamista turvallisuuden ja riskienhallinnan keskeisiltä osa-alueilta. Opiskelijan omien oppimistavoitteiden ja mielenkiinnon kohteiden perusteella teema antaa mahdollisuuden syventää osaamistaan useammasta eri turvallisuusjohtamisen osa-alueesta tarjolla olevien vapaavalinnaisen opintojaksojen muodossa.

Learning process:

Teeman opintojaksot muodostavat kehittämistä tukevan kokonaisuuden, jonka sisällöt määräytyvät opiskelijan omista lähtökohdista ja turvallisuusklusterin kehittämisen tavoitteista. Alalla tarvittavan ydinosaamisen ja tutkimus- ja kehittämistoiminnan avulla hahmotetaan tärkeitä kehittämiskohteita ja muodostetaan kestävä pohja kehittäjäksi oppimiselle. Opintojaksoissa tarkastelunäkökulmana on osaamisen yhdistäminen ja osaamisen tuottaminen turvallisuusklusterin arvoverkostoon.

00656 Security Management in Risk Management Process, 5 cr

The student is able to:

- develop security management as part of a risk management process
- know comprehensive risk management and can use the main risk management tools
- develop and implement security management systems based on an organisation's needs.
- set out the principles of an organisation's security management, organise the coordination of security matters, and measure/assess the status of the organisation's security management
- know the main standards for security management and can use them in their work
- develop cooperation with internal and external security-related stakeholders

Contents of the study unit:

- risk management processes and methods
- comprehensive organisational security management system and coordination
- interest groups related to security management

Study unit description:

Students deepen their competence in demanding and comprehensive security management as a part of organisations' risk management.

00657 Security Behaviour of Individuals and Organisations, 5 cr

The student is able to:

- analyse how the social world and its individuals influence and modify each other
- analyse and influence the social formation of the human mind (thoughts, emotions and personality) as well as its dysfunctions, which may significantly affect security

- analyse human activity, philosophies, emotions and identity-building in relation to the social environment and the society, in interpersonal interaction and in group processes
- use the tools for managing everyday human phenomena in their social and security-related contexts
- apply psychological and moral-philosophical theory as a basis for the choices and actions of individuals
- use the principles of crisis psychology to understand how traumatic situations are encountered in work communities

Contents of the study unit:

- methods for analysing the security behaviour of individuals and organisations
- developing security behaviour
- psychological and ethical principles of security behaviour
- security behaviour at the individual, group, organisational and societal levels

Study unit description:

We live in a social world and in continuous interaction with other individuals in groups, organisations, societies and cultural communities. Competence and skill development has its foundations in the behavioural sciences. Competence is increased in group behaviours, moral philosophy and crisis psychology in order to understand and manage the security challenges and demands through these theories.

00659 Continuity Management, 5 cr

The student is able to:

- coordinate activities related to determining and managing risks in business and technical infrastructure
- identify an organisation's critical functions and evaluate their resource prioritisation
- determine the responsibilities needed for ensuring fault-free operation and manage recovery plans for diverse recognised faults or incidents
- produce continuity plans for business operations and technical systems, administer them and arrange practical testing of the plans

Contents of the study unit:

- analysing an organisation's processes, environment and infrastructure from the point of view of continuity
- pre-empting and classifying problem incidents
- continuity and recovery plans
- incident management methods

Study unit description:

Students deepen their competence in leadership actions to ensure the continuity of target-oriented operations during problematic incidents.

00660 Exception Situations and Crisis Communication, 5 cr

The student is able to:

- manage exception situations as a part of an organisation's risk management
- handle internal and external crisis communication as a part of crisis management
- analyse various exception situations that would affect an organisation's operations
- create, together with the necessary stakeholders, preventive measures against various incidents, as well as action plans and guidelines for various situations
- know the different elements of crisis communication and can produce plans and instructions for communicating on exceptional events and situations to the right target groups using the right methods
- use crisis communication to protect or, if necessary, reinstate the organisation's reputation

Contents of the study unit:

- anticipating and preparing for exception situations
- crisis management
- internal and external crisis communication

Study unit description:

Students deepen their competence in the management of exception situations, and increase their skills in crisis communication.

00405 Applied Information Security and Security Systems Management, 5 cr

The student is able to:

- analyse the information security of open architectures
- form a general view of open systems
- develop information security solution for open environments
- understand the construction of information security in open environments and their special characteristics

Contents of the study unit:

- workplace-oriented Living Lab work
- research and development situation in open environments
- managing an open environment, and areas of focus within information security
- developing an open environment, e.g. Linux
- information security R&D work in a chosen open environment

Study unit description:

Students increase their competence in applied research and development within open systems. The focus is on developing the information security of open systems. The course includes both theory and practical development work in projects. The aim is to provide students with good opportunities for working and developing in an area of high demand in the industry.

Previous studies:

Basic knowledge of information security and previous experience of Unix/Linux are helpful.

A0122 Management of Auditing, 5 cr

The student is able to:

- turvallisuusauditoinnin suunnittelun ja toteutuksen periaatteet
- hyödyntää turvallisuusalan arviointikriteeristöjä, standardeja ja kypsyysmalleja turvallisuusauditointien suunnittelussa
- soveltaa turvallisuusalan ydinosaamistaan auditointien suunnittelussa ja toteutuksessa
- sitoa auditointi osaksi organisaation turvallisuuden ylläpitoa, kehittämistä ja johtamista
- analysoida ja arvioida auditointien toimintaa sekä työmenetelmiä ja -välineitä

Contents of the study unit:

- auditoinnin suunnittelun periaatteet
- auditointikriteeristöt, standardit ja kypsyysmallit auditoinnin suunnittelun ja toteutuksen apuvälineinä

- raportointi ja dokumentointi
- auditoinnit osana turvallisuuden johtamista ja kehittämistä
- auditoiden osaamisen, toiminnan, työmenetelmien ja –välineiden arviointi

Study unit description:

Opintojaksolla perehdytään turvallisuusauditointeihin. Jakso painottuu auditointien suunnitteluun ja toteuttamiseen sekä niiden rooliin organisaation turvallisuuden kehitystyössä.

191 BUSINESS AND LEADERSHIP, 0 cr

Description:

Students acquire strong business and management skills that supports their actions in demanding security competence development and management duties. The focus is on responsible leadership, workplace development, strategic leadership, entrepreneurship, knowledge-intensive business development and network management.

The student will be able to:

- develop an organisation's operations to be simultaneously responsible and target-oriented
- understand responsibility as a whole and their own relationship with responsible leadership
- recognise their own value bases and work methods and examine and develop them as a part of organisational and business development
- apply leadership methods that support individual creativity and well-being at work
- develop business practices to be ethically, economically, socially and environmentally sustainable
- master the main principles and methods of strategic planning
- evaluate a company's operating strategy and choices
- make strategy-based choices and use them to plan and organise operations
- evaluate and situationally create alternative strategies for the achievement of a company's objectives
- work as an active member, opinion leader and developer in networks formed by individuals and organisations
- analyse, lead and develop network operators, their mutual relationships and their resources
- promote creativity and dialogue in projects and organisations, provide constructive feedback to project members, use different idea-generating methods in projects and motivate other project participants to work towards a shared objective
- understand the basic functions and processes of knowledge-intensive business as a critical success factor for the organisation and a value-adding factor for customers
- be responsive to change and work in cooperation with diverse operators, produce plans and solutions, and promote creative
- examine a knowledge-intensive company's operating environment, identifying its major change drivers
- develop various knowledge-intensive business models and earnings principles
- develop the business of a future or existing company holistically
- assume overall responsibility for a company's business development and financial success

Content:

Teeman opintojaksot muodostavat vaihtoehtoisia polkuja muodostaen yksilöllistä osaamista liiketoiminnan ja johtamisen alueella. Kaikki opintojaksot ovat osaamista syventäviä ja merkitsevät uuden osaamisen luomista turvallisuuteen liittyvän liiketoiminta- ja johtamisosaamisen alueella. Opintojaksojen toteuttamisen vaikuttavuus ilmenee opiskelijoiden, Laurean, turvallisuusklusterin ja alueen osaamisen kehittymisenä.

Learning process:

Teema vahvistaa ja syventää opiskelijan osaamista turvallisuusosaamiseen liittyviltä keskeisiltä liiketoiminnan ja johtamisen osa-alueilta. Opiskelijan omien oppimistavoitteiden ja mielenkiinnon kohteiden perusteella teema antaa mahdollisuuden syventää osaamistaan useammasta eri liiketoiminnan ja johtamisen osa-alueesta tarjolla olevien vapaavalinnaisen opintojaksojen muodossa.

00661 Responsible Leadership and Workplace Development, 5 cr

The student is able to:

- understand responsible leadership as a whole
- examine their own work, value bases and leadership methods as part of the social system at the workplace
- reflect on and develop their leadership styles and their relationships with the members of the work community and with other stakeholders
- develop their personal approach to responsible leadership to become a functional part of target-oriented strategic management
- promote responsible business operations with their own actions
- apply the core concepts of responsible leadership in their thinking and deduction
- form an approach to responsible leadership that suits their own leadership styles

Contents of the study unit:

- challenges posed by the operating environment for responsible operations and management
- ethics and morals in decision-making and operations
- benefits of responsibility for security management
- responsible leadership and different stakeholders
- self-evaluation in responsible leadership
- humanity vs. profitability

Study unit description:

Students deepen their competence in responsible leadership and workplace development. Responsibility is seen from the point of view of managing man-made systems. The most essential elements are individual operators' actions and the relationships between operators. Responsible leadership and workplace development are about managing networks, trust and interaction. Social responsibility stresses the effects of a company's operations on the company's stakeholders, immediate community and society. Some of the main stakeholders are the organisation's staff, the customers and partners.

00416 Strategic Management, 5 cr

The student is able to:

- know the main principles and methods of strategic planning
- evaluate a company's operating strategy and choices
- evaluate and situationally create alternative strategies for the achievement of a company's objectives
- analyse the effects of strategy renewals on CRM strategies, competence strategies and internal business processes, and initiate profitable, customer-oriented development functions
- listen to others and communicate with diverse target groups in writing, orally and visually
- analyse the operating culture of the market and participate in coordinating, developing and managing organisations' activities
- identify the socioeconomic links of organisations in their fields, know and can utilise social influencing opportunities, can apply the principles of sustainable development to their own work, and are aware of their organisations' corporate social responsibility
- have general knowledge of the status and significance of their professional field in the international operating environment
- promote creativity and dialogue in projects and organisations, provide constructive feedback to project members, use different idea-generating methods in projects and motivate other project participants to work towards a shared objective
- analyse and evaluate project operations and work methods, model the tacit knowledge of experts and employees, and acquire information on an organisation and enrich it into a concrete plan
- know how to manage and, particularly, motivate, projects

Contents of the study unit:

- principles and methods of strategic planning
- radical strategy reforms
- strategies of the new economy
- effects of strategy renewals on CRM strategies, competence strategies and internal business processes

Study unit description:

The course familiarises students with the significance and methods of strategic planning and management. The emphasis is on strategy reforms, and on looking for and producing strategic innovations in a rapidly changing operating environment.

00819 Growth Entrepreneurship, 10 cr**The student is able to:**

- make concrete development plans for business ideas or operations
- analyse a company's global operating field
- commercialise the products and services required to put a business idea into practice
- build a scalable business model
- organise the development of a business
- manage a company

Students are also strongly motivated for entrepreneurship and willing to assume responsibility for managing and developing a financially viable business.

Contents of the study unit:

Students work on developing either a new business idea or existing operations, with the aim of achieving a financial growth trend. The object of development is a genuine business (or business opportunity), not a theoretical exercise. The study unit is shared by all Laurea Master's degree programmes.

Study unit description:

Students are encouraged (but not forced) to work in groups to build their business operations; i.e. several students can work on one business. In addition to guidance from Laurea lecturers, students can make use of Laurea's investment services and other public or private investment or consulting services (such as TEKES programmes or Enterprise Agency advice).

This 10-credit study unit aiming at growth entrepreneurship is designed to fit into students' personal study plans according to their professional aims. With regard to growth entrepreneurship targets, the study unit is organised by Principal Lecturer Vesa Taatila, vesa.taatila@laurea.fi, who also handles enrolments. The content of the necessary expertise in the field is provided in the students' Master's degree programmes. The study unit continues through the academic year.

00664 Development of Knowledge-Intensive Business, 5 cr**The student is able to:**

understand the significance of a company's core functions and processes as critical success factors and producers of added value for customers, and can use the tools for directing and managing companies

- comprehensively examine a knowledge-intensive company's operating environment, identifying its major change drivers, and define different business models and earnings principles
- develop knowledge-intensive business processes, define the objectives of development in a desired direction, and acquire, evaluate and use competence purposefully
- create a customer-oriented business plan that aims for profitability, examine the main processes of knowledge-intensive business operations, and understand the significance of information technology as a part of an organisation's operations and development
- be responsive to change and work in cooperation with diverse operators, produce plans and new solutions, and promote creativity with their actions

Contents of the study unit:

- knowledge-intensive business services (KIBS)
- innovation management
- knowledge management
- business information flows and processes
- knowledge and competence as business resources
- managing and developing intangible assets

Study unit description:

Students learn the issues of managing and developing knowledge-intensive business operations and related business services (KIBS). The study unit emphasises an analytical and developmental approach to organisations' knowledge and competence resources and the related processes. Students develop competence at both the strategic and the operational levels in order to manage a knowledge-intensive organisation's human, relationship-related and structural assets.

00404 Network Management, 5 cr**The student is able to:**

- establish, influence and manage collaborative networks
- develop core competences, interaction and leadership skills needed in networking
- analyze a network's state, operations and objectives
- model competence and processes in networked collaboration

Contents of the study unit:

- management and leadership in networks
- interaction in networks
- establishment and development of networks
- network dynamics
- multicultural networks

Study unit description:

Students will develop their skills related to establishing, developing, analyzing, growing, and leading collaborative networks and networked processes.

192 INTERNATIONAL SECURITY MANAGEMENT, 0 cr**Description:**

Students receive skills in managing security in international environments. The thesis deepens the students' competence, preparing them to work as experts, managers or developers of security competence in international organisations and positions. The focus of the development of international competence is on activities in global and multicultural environments, managing security in companies' international functions, topical questions in international security management, and the English language skills needed by managers and experts.

The student will be able to:

- develop the international operating environment, recognise the opportunities in internationalisation and identify its main change drivers
- analyze cultural differences and can work in global work and operating environments
- have general knowledge of the status and significance of their professional field in the international operating environment
- identify operating culture of the labour market and can participate in coordinating, developing and managing organisations' activities in a global environment
- work in diverse communication and interaction situations, and organise and create professional networks in international environments
- plan and implement projects, operations and functions related to security management internationally, in partnership with diverse operators
- work in international projects and partnership networks as responsible and active experts
- understand the principles of group and teamwork in international functions, and can work with others in multicultural teams and lead such teams
- carry out management communication and activities in English
- serve international customers and evaluate the effects and quality of services
- develop international business operations, subsidiaries and business processes

Learning process:

Learning by Developing (LbD)

00666 Operating in Global and Multicultural Environment, 5 cr

The student is able to:

- analyse the challenges posed to organisations by globalisation
- know the principles of international business and can develop an organisation's international operations
- analyse and manage the effects of culture on interaction and management and can develop multicultural partnership management methods

Contents of the study unit:

- social and economic globalisation
- challenges and opportunities of globalisation
- management in a multicultural environment
- global networking
- cultural encounters and inter

Study unit description:

Students deepen their competence in working in a global and multicultural environment. They achieve increased understanding of multiculturalism and its conceptual bases. As business and societies become multicultural, the aim is to become familiar with and process the challenges and methods of cultural encounters within security-related management operations.

00667 Security Management in International Business, 5 cr

The student is able to:

- know and map the general security risks associated with international operations, and are able to develop methods for controlling them
- analyse and evaluate the security operating environment, and develop and apply security management methods in relation for example to international subsidiaries or joint ventures, customer and partner relations, outsourcing and procurement, information security, technology and electronic communications, cultural diversity, legislation and contractual differences

Contents of the study unit:

- security risks in international business operations
- security of international business processes, projects and operations
- security related to international partners and partnerships
- international security risks associated with business information systems, media, technology and infrastructure, and how to manage them
- actions of the authorities and legislative issues in international security management

Study unit description:

Students increase their competence in security management in relation to international business.

00668 Current Issues in International Security Management, 5 cr

The student is able to:

- analyse and manage the special international security issues discussed on the course

Contents of the study unit:

- variable topical issues related to international security management

Study unit description:

The specific questions that are addressed change each time the study unit is run. Instruction is carried out in cooperation with international security competence experts and representatives from trade and commerce.

00669 English for managers and professionals, 5 cr

The student is able to:

- communicate in international professional environment

Contents of the study unit:

- Written and oral English for business administration and security management

Study unit description:

The course emphasizes language skill in English important for managers and professionals. It develops students' communication skills for varying managerial situations.

194 THESIS, 30 cr

Description:

- Creating research plans and project brochures for development projects
- Using and applying bibliography and previous studies
- Constructing a theoretical framework
- Gathering and analysing primary and secondary material
- Implementing and reporting the research and development work
- Maturity test and constructive opposition

The student will be able to:

- carry out development work and applied research independently in their fields;
- analyse the theoretical starting points for development work and evaluate development tasks through clear documentation;
- generate new, reliable information for solving delineated problems;
- evaluate the effects of the methods they use on the reliability of the information generated;
- understand the meaning of researched information for supporting business decisions, and
- apply research data in their work by developing new operating methods and models;

Learning process:

The thesis conducted as a development project forms the core of the Master's degree. Its implementation is supported in all of the study units. Work on the thesis can begin already during the first study units. The thesis is public.

The thesis is an applied research or development task focused on developing the region and the field, on the challenges of developing the employment sector, and on professional growth. Thus the theses respond to employer needs, use process-based and applied methods and aim to generate new information and innovations. The work serves as proof of a student's expertise and innovativeness to solve development challenges related to the workplace. The theses are a learning process which allow students to prove their ability to apply competence gained through their studies to practical needs of change in the employment sector, whilst paying attention to its generic competences: ethical, reflection, network, innovation and globalisation competence.

The thesis is usually organised as a shared development process with various organisational participants, which means that the participating organisation develops itself and in addition the surrounding sector and the labour market as a whole.

00716 Thesis, 30 cr

The student is able to:

The students will be able to

- carry out development work and applied research independently in their fields
- apply research information they have acquired in their theses, critically and analytically
- apply suitable information gathering methods in their development projects
- choose sound research and development method and create documentation and reports for it
- evaluate and oppose others' theses in terms of background, implementation, outcome and reporting, as in a research community
- work as experts on applied research and development teams
- gather information independently, and monitor, analyse and critically evaluate the development of professional

practices and research data in their fields

- produce and apply information independently

Contents of the study unit:

Content

The aim of the thesis is to develop the students' ability to apply research data, to use selected methods for analysing and solving workplace problems and to carry out demanding specialist tasks independently. The thesis must demonstrate the students' ability to define and process chosen development targets, a development-oriented approach, mastery of the theories and research methods needed in their work, familiarity with the thesis topic and related literature, skills in professional communication, the ability to work with long-term persistence and skills in understanding things holistically.

Study unit description:

The thesis can be a research or development project that increases the student's professional skills and serves the development needs of the labour market. Theses that take the form of development projects can focus on new or improved work processes, products, methods, events or artworks. The thesis can also be a development plan or other plan, or a progressive report with development proposals.

The thesis process encompasses the following stages:

- Choice of topic and tutoring
- Planning and scheduling
- Setting objectives and specifying the topic
- Theoretical definition of the phenomenon (context) and specification of objectives
- Choice of research and development method
- Completion of the research and development project
- Writing the thesis report
- Thesis presentation and feedback session