

LAUREA UNIVERSITY OF APPLIED SCIENCES
Degree Programme in Hospitality Management, Leppävaara, MYA11SJ

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0356 FORESIGHT AND INNOVATION COMPETENCES, 15 cr

Description:

Opiskelija saavuttaa vahvan osaamisen liiketoiminnassa ja toimintaympäristössä tapahtuvien muutosten ennakkointiin ja muutosten merkitysten arviointiin, organisaatioiden proaktiiviseen kehittämiseen ja innovaatioiden tuottamiseen sekä palvelujen käyttäjien integrointiin palvelujen kehittämisprosessiin.

The student will be able to:

- jäsentää tiedon tarpeitaan, hankkia ja soveltaa tietoa omassa toimintaympäristössään
- arvioida ja ohjata tiedonhankintaprosessia
- eritellä alan ja eri rajapintojen tietoihin liittyviä kysymyksiä ja tarkastella niitä ja uutta tietoa kriittisesti
- ratkaista vaativia ongelmia innovaatiotoiminnassa, jossa kehitetään uusia tietoja ja menettelyjä sekä sovelletaan ja yhdistetään eri alojen tietoja
- käyttää tulevaisuuden tutkimuksen ja innovaatiotoiminnan menetelmiä ja tietoja, joita käytetään itsenäisen ajattelun ja/tai tutkimuksen perustana
- eritellä ja hyödyntää palvelujen käyttäjien roolia palvelujen kehittämisprosessissa

Content:

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

Learning process:

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

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.

01156 Customers in innovation processes, 5 cr

The student is able to:

- eritellä syvällisesti kysyntään ja kuluttajakäyttäytymiseen vaikuttavia tekijöitä palvelualalla
- ennakoida kompleksisia muutoksia kuluttajien käyttäytymisessä ja osaa visioda niiden mukanaan tuomia uusia mahdollisuuksia
- arvioida vuorovaikutuksessa uudenlaisten kulutustottumusten merkitystä palvelujen kehittämisen kannalta
- integroida asiakkaita palvelujen kehittämisprosessiin

Contents of the study unit:

- kuluttajakäyttäytyminen monitieteisenä tutkimusalueena
- kuluttajakäyttäytymiseen liittyvät uusimmat tutkimustulokset ja -menetelmät
- asiakkaan rooli palvelujen kehittämistyössä

Study unit description:

Opintojaksot luovat vankan perustan palvelujen asiakaslähtöiselle kehittämistyölle. Opintojaksolla perehdytään palvelujen kysyntään ja kuluttajien käyttäytymiseen vaikuttaviin muutostekijöihin sekä mahdollisuuksiin integroida asiakkaita palvelujen kehittämisprosessiin. Opiskelijat syvenyvät kuluttajakäyttäytymisen tutkimuksen monitieteiseen kenttään ja harjoittelevat soveltamaan uusimpia tutkimustuloksia ja -menetelmiä käytäntöön.

Previous studies:

Ei edeltäviä opintoja

0357 SERVICE BUSINESS COMPETENCES, 15 cr

Description:

Opiskelija osaa arvioida kriittisesti ja kehittää määrätietoisesti, luovasti ja kannattavasti asiakaskeskeisesti toimivan palveluyrityksen toimintaa.

The student will be able to:

- työskennellä itsenäisesti alan vaativissa asiantuntijatehtävissä tai yrittäjänä
- käyttää tutkivan kehittämisen menetelmiä ja kehittää proaktiivisesti organisaatioiden toimintaa
- arvioida työyhteisön toimintaa sekä suunnitella, organisoida ja kehittää toimintaa työelämän muuttuvissa tilanteissa
- ideoida uusia mahdollisuuksia palvelujen kehittämisessä ja käynnistää kannattavia ja asiakaslähtöisiä kehittämistoimintoja
- viedä uudenlaisia, kestäviä, massatarjonnasta erottuvia malleja käytäntöön ja osaa arvioida niiden vaikutuksia
- johtaa asioita ja ihmisiä
- arvioida yksittäisten henkilöiden ja ryhmien toimintaa

Content:

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

Learning process:

Teema syventää ja vahvistaa opiskelijan osaamista modernien palveluorganisaatioiden kehittäjänä. Opintokokonaisuus tukee aiheeseen liittyvien opinnäytetöiden tekemistä.

01157 Customer-centered service development, 10 cr

The student is able to:

- eritellä ja analysoida toimintaympäristöä sekä ennakoida uusia mahdollisuuksia kehittää palveluliiketoimintaa
- ideoida luovasti ottaen kuitenkin taloudelliset, kulttuurilliset yms. tekijät huomioon sekä lyhyellä että pitkällä aikavälillä
- toimia vuorovaikutuksessa eri toimijoiden kanssa ja osallistuu avoimesti tiedon yhteiseen jakamiseen
- luoda palvelutuotteen/-konseptin kehittämiseen liittyvän suunnitelman
- analysoida ja arvioida kehittämistyön vaikutuksia
- kehittää proaktiivista, pitkäjänteistä kehittämisotetta organisaation toimintaan
- analysoida oman toiminnan vaikutusta organisaation näkökulmasta

Contents of the study unit:

- palveluliiketoiminnan kehittämisen strategiat
- erilaiset ansaintalogiikat
- asiakaslähtöinen palvelujen kehittämisprosessi
- palvelujen mallintaminen
- palveluiden profilointi ja erilaistaminen
- asiakkaan kokema arvo
- tuotteistaminen, brändääminen ja kaupallistaminen
- kehittämistyön vaikutusten arviointi

Study unit description:

Opintojakso luo kokonaiskuvan palveluorganisaatioiden asiakaskeskeisestä kehittämistyöstä. Opintojakso tukee erityisesti palvelutuotteiden ja –konseptien kehittämiseen liittyviä opinnäytetöitä.

Previous studies:

Ei edeltäviä opintoja

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.

01041 Current topics of service design, 5 cr**The student is able to:**

- deepen their understanding of service innovation and design
- acquire and share new knowledge by participating in and analysing the content of scientific and professional seminars, conferences and workshops
- reflect upon their learning and create their own framework around service innovation and design competence

Contents of the study unit:

- service innovation and design seminars, conferences and workshops (to be agreed with the supervisor)

Study unit description:

This elective study unit consists of service innovation and design seminars, conferences and workshops. The students participate in conferences or full day seminars and workshops during this study unit. They prepare a report on all the events, consisting of the content of the event and a personal learning diary. The students present their learning and insight in group meetings during the study unit. The aim of this elective course is to help a student to deepen their self-interest in the field of service innovation and design.

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.

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.

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.

01158 Working life communications, 5 cr

The student is able to:

- viestiä vaikuttavasti sekä suullisesti, kirjallisesti että visuaalisesti alan ja alan ulkopuoliselle yleisölle
- suunnitella, toteuttaa ja arvioida organisaation viestintää
- kuvata oman kehittämistehtävänsä prosessin tutkimusviestinnän keinoin

Contents of the study unit:

- organisaatioviestinnän suunnittelu
- hankeviestinnän suunnittelu ja toteutus
- tutkimuksellinen kirjoittaminen
- posterin laatiminen
- mediatiedotteen laatiminen
- asiantuntijan viestintätaidot

Study unit description:

Opintojaksolla opiskelija perehtyy viestinnän rooliin organisaatiossa ja viestintään johtamisen työkaluna. Opiskelija kehittää osaamistaan asiantuntijan viestinnässä erilaisissa viestintätilanteissa. Opintojakson suoritus on kiinteä osa opinnäytetyön tekemistä ja se tukee opinnäytetyöhön liittyviä erilaisia viestintätehtäviä.

Previous studies:

Ei edeltäviä opintoja

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.

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.

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.

01043 Management of business networks, 5 cr**The student is able to:**

- Evaluate the historical aspects of the network theories, key principles, and contexts of application, organizational structures, and their impact on managing them
- Develop 'shared value' and principles that can be applied across the business
- Come up with creative (radical) ideas in developing, leading, and managing business within networks
- Outline a 'good practice' approach to management of business network
- Evaluate and improve organization's network context

Contents of the study unit:

- Network theories, models, and principles
- Types of networks, systems of networks
- Networked society, service business in networked context
- Management and beyond in leading networked organizations
- Complexity science and service science approaches towards the networks
- Key principles and dynamics in network management
- Interaction and action in networks, the actors in networks
- Development of business within networks

Study unit description:

The aim of the study unit is to enhance the students' business and leadership competences in network context. Service systems are typically made up of number of firms collaborating, i.e. networks. This study unit is looking in the development of networked society in general and more specifically, how organizational forms and types, and relationships have transformed. The history of network theories and models are analyzed. This study unit moves

further in thinking of the future of networks and their management. This course takes the management perspective on networks. How to manage different networks and what are the managerial challenges. Students learn the historical development of networks and their management..Further, they will learn to interact within the network. The focus is inter-organizational networks, not on intra-organizational networks.

01044 Cross cultural issues in service development, 5 cr

The student is able to:

- identify and deeply understand cross-cultural issues related to service development
- plan and implement intercultural strategies and processes
- manage multicultural teams and projects
- support and develop frontline personnel's intercultural communication competences
- involve diverse customers in the service design processes.

Contents of the study unit:

- Understanding and managing diversity based on chosen cultural theories
- Cross-cultural knowledge in strategic service development (back office)
- Intercultural competences in service business (front office)

Study unit description:

Services are often offered globally and to customers and end-users from different cultures. Deep understanding of cultural needs and preferences are a prerequisite for effective service design.

This study unit offers understanding of the theoretical basis of cross-cultural and intercultural perspectives and enables the student to acquire appropriate knowledge and skills for service design.

A9057 Mentorointi ja monikulttuurinen osaaminen, 5 cr

The student is able to:

- soveltaa mentorointikehittämisen menetelmänä
- edistää monikulttuurista osaamista työyhteisössä
- kehittää kv-osaamistaanmentoroinninvuorolla

Contents of the study unit:

- mentorointiosaamisenkehittämisenmentelmänä
- monikulttuurisuus
- kulttuurienvälinenviestintä

Study unit description:

Prosessin aikana toteutettavissa aktoreidenja mentoreidenyhteisissä tapaamisessa jaetaan kokemuksia ja käsitellään ryhmästä nousevia kysymyksiä.

Mentorointiparitmuodostetaan mentorointivalmennuksessa. Mentori ja aktoritapaavat toisiaan kuukausittain keskenään sopimansa aikataulun mukaan.

Valmennuksessa perehdytään mentorointiprosessiin, englanninkielisiin koulutusohjelmiin ja kv-opiskelijoidentyöllistyminen haasteisiin sekä työyhteisöjen kulttuurien väliseen viestintään.

Previous studies:

Ei edeltäviä opintoja

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