

LAUREA UNIVERSITY OF APPLIED SCIENCES

Degree Programme in Entrepreneurship and Business (Laurea Hyvinkää, liko), HYB12SJ

Ylemmät ammattikorkeakoulututkinnot

CHANGING LEGAL FRAMEWORK OF THE PUBLIC SECTOR

1 Starting points, framework and objectives

1.1 Master's degrees in general

Universities of applied sciences confer Bachelor's degrees and Master's degrees. University of applied sciences Master's degrees became an established part of the Finnish higher education system in summer 2005. To be eligible for a Master's degree, applicants must have work experience of a minimum of three (3) years and a relevant educational background.

In accordance with section 7 a of the Government Decree on Polytechnics (16.6.2005/423), studies leading to Master's degrees must aim to provide students with:

- 1) Comprehensive and deep knowledge of a specific field of expertise, needed for developing the market in that field, as well as the necessary theoretical knowledge for completing demanding specialist and management tasks in the field;
- 2) An in-depth picture of the field of expertise, of its position in the market and its social significance, as well as skills in following and analysing current research and professional practices in the field;
- 3) The necessary abilities for lifelong learning and continuous development of their own professional competence;
- 4) The good communication and language skills needed at work; and
- 5) Skills required for international interaction and operations.

A further aim of advanced professional studies is to allow students to deepen their ability to apply theories in practice, their analytical skills, their project management and R&D competence, and their social skills.

The curriculum-based degree programme *Changing legal framework of the public sector* (90 cr.) leads to a Master's degree in social sciences, business management and administration. The content of the degree programme focuses on legal competence.

The programme is arranged at the Hyvinkää unit of Laurea University of Applied Sciences, and is primarily designed for Bachelors of Business Administration. The studies are implemented through blended learning, which students can complete while working.

The studies are arranged and study units are completed making use of online learning and other diverse innovative solutions according to available provision, related to the learning outcomes.

Implementation of the degree programme is based on Laurea's *Learning by Developing* (LbD) model. LbD is Laurea's innovative pedagogical operating model, which redefines and integrates the learning process as a research and development process. Learning is based on real life, an investigative approach and face-to-face encounters, and leads to innovations. In the operating model, Laurea's three tasks – pedagogy, regional development and R&D – are merged into a single process of creating new expertise and knowledge.

Study development is supported by a steering group consisting of representatives from education, the employment sector and the student body. The steering group guides, monitors and participates in the evaluation of the degree programme and its impact

1.2 Background and general starting points

Finland continues to be a sovereign republic, while it is also a member state of the European Union. However, the EU is not a federal state, but a federation of states. These factors have had a vital impact on the legal context, as EU membership has brought a number of new dimensions to our legal system.

Over the years, several member states have become burdened by debt due to national deficit. The financial and debt crisis that began in 2007–2008 has resulted in the vicious circle of debt taking a rapid turn for the worse.

Finland's public debt is at a reasonable level compared to other EU member states. A more serious problem is that the amount of debt is growing rapidly, as government and municipal expenditure clearly exceed revenue. Expansionary fiscal policy has meant that unemployment has remained at a tolerable rate during the current financial crisis, with strong growth in public debt as a downside.

The current government programme proposes a variety of measures agreed by the parties sitting in the Finnish government, intended to partially reduce the amount of debt. Together these measures are able to counteract only part of the sustainability gap in the short and long term. Furthermore, the European debt crisis remains unsolved, which may have an increasing direct or indirect negative impact on the Finnish economy.

Further threats to the economic balance are posed by the sustainability gap resulting from the change in the population age structure in the long term. The dependency ratio is set to weaken, which will inevitably affect the pension system sooner or later; either the retirement age will rise, the pension level decrease or pension fees go up.

All of these factors contribute to severe challenges for the public economy and public sector operators. The situation adds pressure to cut public expenditure and tighten taxation. However, savings on their own are inadequate for addressing the challenges; enhancing efficiency and developing new collaborative and innovative operating models may serve as answers.

The economic starting points do not necessarily seem too promising for the development of employment in the short and medium term. Even if the employment rate rises in coming years, a lack of resources may affect certain segments of the public or private sector. Even labour shortages may affect some sectors in the long term due to the aging of the population and related service needs.

The underlying economic situation is also likely to affect public service provision. Legislation enables public sector operators to arrange service provision in diverse ways. Services could be arranged in line with the subscriber-provider model, a service voucher system or by transferring tasks to so-called third sector operators, such as associations and non-governmental organisations.

The significance of private services is growing in the provision of welfare services, and the increase in welfare entrepreneurship is creating new opportunities in the sector. Following developments in some other EU member states, the significance of the third sector between the private and public sectors may become increasingly important.

The division of tasks and funding system of municipalities and the government have been revised in Finland on several occasions. Reforms in public-sector planning and management systems have resulted in an increase in municipal tasks and responsibilities. The municipal sector has sought for efficiency through a municipal and service structure reform. Municipal structures have been under rapid reform especially during the 2000s, and the number of municipalities has decreased due to a number of municipal mergers. Also the current government programme includes important aims for developing the municipal structure and reforming the equalization payment system.

Harmonising the demands for balanced public economy with the significant service provision responsibilities and tightened municipal economy is challenging. The aging of the population may result in competition for competent labour force in the future. Population growth has mainly focused on growth centres. Changes in the operating environment have resulted in new service needs and requirements. Adequate public finances set the conditions for public sector operations and service provision. The legislation framework, on the other hand, forms a foundation for developing public financial management and service development.

Also the public sector can actively develop, apply and adopt innovations. Public administration can promote information society development. Administrative tasks can be implemented through ICT in new ways, developing electronic administration.

Often new innovations are created as a result of interaction between different operators. Innovation policy can include collaboration between public and private operators and competition and market initiatives related to the network development. The creation of new innovations can be facilitated by procurement legislation and other market-oriented public sector service provision methods.

1.3 Significance of the starting points from the viewpoint of legal competence

All public sector activities take place within a clearly defined legal framework created by national legislation and, either directly or indirectly, EU legislation. Harmonisation of the national and EU legal systems creates diverse layers. In addition, policies that emphasise basic and human rights have had increasing impact in recent years.

Both the underlying economic situation and a changing legal context create new competence needs and educational challenges. Updating existing skills and acquiring new competence and skills become increasingly important. Often changes generate new opportunities.

The increasingly important role of the private sector in public service provision also signifies a need to consider public law and, for example, corporate legislation. Various long-term partnership models have developed between the public and private sectors. Contractual and funding arrangements that were previously typical in the domain of business have become an established part of public sector activities.

Regulations applying to employee and civil servant relationships have become more unified. Nowadays, public administration features employment relationships alongside traditional civil service relationships, and employment contract law involves a number of elements that have been typically regarded as belonging to the sphere of public law. Contractual freedom pertaining to labour law has been restricted by means of mandatory law, the supervision of which constitutes the exercise of official authority by public authorities. On the other hand, legislation applying to civil servants includes direct references to the provisions of labour law. In addition, some legal provisions apply to both types of relationships. In fact, labour and civil service law now lies somewhere between civil and public law.

Legislation applying to the independent, non-profit service provision sector, which is developing alongside the public and private sectors, has its problems, too. As services that were previously produced by the public sector are transferred to the private or third sector, it is increasingly important to recognise prerequisites and consequences from the perspective of labour law.

1.4 Orientation of the studies

The degree programme is primarily targeted for Bachelors of Business Administration who have included legal studies as part of their optional or advanced studies in their Bachelor's degree. The secondary target group includes other Bachelors of Business Administration.

Part of the degree programme can be used as optional study units for other Master's degree programmes.

1.5 Objectives of the degree programme and generated professional skills

The public sector creates the preconditions for society's welfare and success on the whole. As part of the public sector, the government is in charge of broad, diverse tasks, such as the legal system, security of citizens, other basic functions of society and sustainable development. The task of municipalities is to provide basic services for residents.

Legislation creates a framework for public sector operations. Professional basic skills encompass an understanding of legislation, required of all public sector employees. This degree programme approaches legislation applying to the public sector via key development trends in the field, adopting a future orientation.

The studies include General Administrative Law, Municipal Law, Public Economy Law and Social Welfare and Health Care Service Legislation. Provisions for the public sector are usually on EU and national levels. Public procurement legislation, for example, is based on EU directives.

The legal system does not exist in a vacuum in society. The aim is to provide an understanding of the legal system as well as to familiarise students with the economic and social context, for which multidisciplinary Laurea Hyvinkää provides a good starting point.

The professional goal of the studies is to provide students with the skills to identify and solve complex legal problems relating to public law and provisions applying to the public sector. The studies provide skills in research and particularly in workplace-oriented development, such as drawing up reports and surveys and implementing diverse development projects, required by the employment sector.

The aim is to gain an understanding of present information society services, development stages and projects relating to information society services, and regulations applying to electronic administration. This objective is emphasised throughout the studies, especially in the content of this study unit. The studies also support communication and negotiation skills at the workplace.

The curriculum-based *Changing legal framework of the public sector* degree programme provides Bachelors of Business Administration with skills for tasks involving planning, expertise and management, particularly in the public sector. Familiarity with provisions applying to the public sector is also useful in the private sector due to increasing cooperation. In addition to public sector tasks, a secondary objective of the studies is to equip students to work in expert and management tasks in the private sector.

1.6 Competences and a competence profile

The competences generated by a Master's degree are in accordance with level 7 of the European Qualifications Framework (EQF). Graduates with a Master of Business Administration degree are experts in development and management. The core competences of a Master of Business Administration are:

- Expertise
- Research-oriented development competence, and
- Leadership competence

The EQF is a common European reference framework, which links together various countries' national qualifications systems and qualifications frameworks. Its eight reference levels span the full scale of qualifications from basic to advanced. As an instrument for the promotion of lifelong learning, the EQF encompasses all levels of qualifications acquired in general, vocational as well as academic education and training. Additionally, the framework addresses qualifications acquired in basic and continuing education and training. Each level of qualification should, in principle, be attainable through a variety of educational and career paths.

The reference levels within the EQF are based on learning outcomes described as knowledge, skills and competences. Each of the eight levels is defined by describing the learning outcomes relevant to qualifications at that level in any system of qualifications. The EQF focuses on what a person with a qualification knows, understands and is able to do on completion of the learning process. According to the recommendation, shifting the main focus to learning outcomes enables to consider the differences of European education systems, as comparison that is solely based on certain focus areas (e.g. the duration of studies) is difficult. The EQF can support individuals with extensive experience from work or other fields of activity by facilitating the validation of non-formal and informal learning. The focus on learning outcomes will make it easier to assess whether the acquired learning outcomes are equivalent in content and relevance to formal qualifications.

The aim of the National Qualifications Framework (NQF) is:

- To increase national and international transparency and the comparability of qualifications;
- To improve the functioning and clarity of the qualifications system;
- To facilitate mobility within the education system;
- To unify and increase recognition of prior competence;
- To specify the principles of lifelong learning and emphasise a perspective that focuses on a learning orientation and learning outcomes.

Within the NQF, each qualification is placed on one of the eight requirement levels. University of applied sciences Bachelor's degrees represent level 6, while Master's degrees represent level 7.

The competence required by level 7 has been described in the NQF as follows:

"National Qualifications Framework (NQF)

Possesses comprehensive and highly specialised concepts, methods and knowledge corresponding to the special competence in his/her field, used as the basis for independent thought and/or research. Understands issues pertaining to the field and interfaces between various fields and evaluates them and new knowledge critically. Possesses the capability to solve demanding problems in research and innovation activities, where new methods and procedures are developed and knowledge from various fields is applied and combined.

Possesses the capability to work independently in demanding expert duties in the field or as an entrepreneur. Possesses the capability to manage and develop complex, unpredictable and new strategic approaches. Possesses the capability to manage work and/or people. Possesses the capability to evaluate the activities of individuals or groups. Possesses the capability to accumulate knowledge and practices in the field and/or take responsibility for development of others."

Possesses the capability for continuous learning. Can communicate orally and in writing to both specialist and non-specialist audiences. Possesses the capability to communicate at an advanced international level and to interact in one official language and at least one foreign language."[\[1\]](#)

The competences generated by a Master's degree are in accordance with level 7 of the European Qualifications Framework (EQF).

The competences and competence profile of the Master's degree programme in Entrepreneurship and Business (within the specific sphere of legal competence):

Competences, programme-specific specialist competence:	Description of skills:
Strategic competence	• Ability to anticipate and analyse changes in the national and international operating environment • Ability to anticipate and analyse changes in the national and international legal environment • Ability to set the organisation's goals, core competence and strategies, and carry out management tasks in line with these
Innovation competence	• Ability to find new, innovative operating methods • Ability to identify different courses of action and operating methods, within the framework of the legal system • Ability to adopt and make use of different innovations in activities • Ability to manage innovation activities

Organisational and leadership competence	• Understanding of the knowledge and skill base for organisational management and project management • Recognition of the organisation's critical success factors • Possessing the interaction and networking skills required by organisational and project management • Mastering regulations and other legal framework for organisational and project management • Ability to develop the organisation's existing activities and draw up related action plans
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[1]Rectors' Conference of Finnish Universities of Applied Sciences (Arene): "Recommendation on the application of the National Qualification Framework and the generic competences of qualifications at universities of applied sciences" (2010).

Generic workplace competences on Master's degree level:	
Self- and staff development competence	• Ability to evaluate one's own competence and expertise And define one's competence development needs • Ability to evaluate, plan and develop staff competence • Ability to act as a supervisor and expert within a work community
Ethical competence	• Ability to apply the value foundation and ethical principles in the field or sector, as experts and workplace developers • Taking responsibility for one's own actions and work, according to agreed principles and measures • Ability to apply the principles of sustainable development to one's work, and knowing the organisation's corporate social responsibility • Ability to take others into account in one's actions and make decisions with awareness of the individual, community and societal points of view
Communication and interaction skills	• Ability to listen and hear others and communicate with diverse target groups in writing, orally and visually • Ability to act in diverse communication and interaction situations and organise and create professional networks • Mastering the special characteristics of administrative

	and legal communications
Development competence	• Ability to acquire and process information in the field of expertise and similar fields, critically evaluate information and understand larger contexts as well as create new knowledge. • Mastering research and development methods and ability to independently carry out research and development projects that develop the profession • Knowing the elements of project work, ability to participate in and manage projects • Ability to carry out creative and innovative problem-solving and decision-making in one's work, and launch and implement change processes • Ability to guide and train others in the field of expertise
Organisational and societal competence	• Familiarity with the legal foundation governing the activities of a public organisation • Familiarity with the socioeconomic interdependence of organisations in the operating area • Ability to understand and make use of social influencing opportunities • Understanding of the specific operating culture of the public sector and ability to participate in coordinating, developing and managing the organisation's activities • Ability to assess the operations of a work community, and plan, organise and develop operations in changing circumstances • Ability to understand larger entities and the causal relationships between phenomena, and work with limited information in situations requiring multidisciplinary competence
International competence	• Possessing spoken and written communicative competence in one or two foreign languages necessary for one's work and for professional development • Identifying cultural differences, differences in legal systems and ability to participate in an international work and operating environment • Ability to apply international knowledge and competence in the field

2. Structure of the degree programme

2.1 General description

The degree programmes of Laurea University of Applied Sciences are built on the principle of Learning by Developing (LbD). Learning involves the development of work in authentic environments.

The degree programme aims to address the challenges of internationalisation. Management and development studies provide a basis for working in the public sector and as an entrepreneur in welfare services.

The curriculum-based *Changing legal framework of the public sector* degree programme includes both shared study units and optional studies. Students also carry out a thesis in their chosen topic.

The curriculum consists of six shared study units with a scope of 5-10 credits. The study units form an interlinking theme and foundation for the studies. Elective studies are scheduled in line with the student's personal study plan. The shared and elective study units total (a minimum of) 60 credits.

Work on the 30-credit thesis is carried out throughout the studies. The thesis process starts with gathering ideas for the topic and an analysis of related development needs during the first year, and progresses to a thesis plan. Students have a personal tutor for thesis work.

Preparation of the Master's degree programme curriculum began with the starting point of probable applicants including Bachelors of Business Administration whose degrees include paralegal studies from a study unit arranged jointly with the Ministry of Justice. This avoids any unnecessary overlapping between the content of the basic degree and the degree programme in question. Also other applicants are eligible with the understanding that they acquire the required basic competence independently.

The defined completion time of the studies is 1½ years, although in light of past experience most students should reserve an additional ½—1 year for completion.

The curriculum-based studies are coordinated by Laurea Hyvinkää. Part of the studies may be arranged in collaboration with other universities of applied sciences within the FUAS alliance.

The studies are implemented through blended learning, which allows students to study while working. Studies mainly take place through lectures and literature related to the study units. Absences from face-to-face instruction and possible substitution studies are arranged with the study unit coordinator. Some of the studies are arranged as online studies. With the exception of the thesis, study units are completed in the form of assignments and/or exams. Assessment is implemented on a scale of S1-E5.

The implementation of the degree programme applies the Learning by Developing (LbD) model on as broad a scale as possible and especially in the context of the development exercise, which redefines the learning process as a research and development process. In the operating model, Laurea's three tasks – pedagogy, regional development and R&D – are merged into a single process that creates new expertise and knowledge

2.2 Study units of the degree programme

General study units for all students: 40 cr.

Public sector decision-making and development of administrative structures	10 cr
Public sector funding and financial management	5 cr
Public service provision forms and related legislation	10 cr

Changing administrative information society services and electronic administration regulations	5 cr
Public sector management in a changing operating environment	5 cr
Legal framework for management	5 cr
Elective studies	20 cr
Thesis	30 cr

The personal study plan emphasises the student's initial knowledge, learning targets, practical arrangements of studies and scheduling. One-on-one and group guidance is available for the thesis.

3. Study unit descriptions

3.1 Public sector decision-making and development of administrative structures, 10 cr

The aim is to gain an understanding of the legal foundation for public administration decision-making and the structural reforms that are underway. Students who have completed the study unit emphasising constitutional and administrative law are able to:

- Know the structures and decision-making process of public administration;
- Understand the underlying political and legal foundation and framework;
- Know the principles of good administration;
- Understand the status and rights of citizens in relation to public administration;
- Know the principles of municipal self-government and municipal collaboration;
- Understand the role of the public sector as a service provider;
- Understand the goals of public sector development and structural reforms;
- Understand the possibilities of and conditions for developing administrative structures, both in general and on a case-by-case basis;
- Know the judicial protection measures relating to public administration.

Key content:

- Constitutional foundation; content and significance of the concept of a legal state
- Government and public administration development stages
- Operating principles of public administration institutions
- Division of tasks between municipalities and the state
- Role of municipalities as public service providers
- Current plans and principles for public administration reforms
- Main areas of public service provision (social welfare and health care, education), and related changes
- Impact of EU legislation on the implementation of public service provision
- Impact of human rights agreements on the implementation of public service provision

3.2 Public sector funding and financial management, 5 cr

The aim is to know the basics of the structure of public sector funding and to understand the impact of financial conditions on public service provision.

Students are able to:

- Understand public economy and related funding as a whole;

- Know the role and significance of the state, municipalities and the pension system in the financial context;
- Know the legal context of public economy funding;
- Understand legal and political control applying to government financial management;
- Know the conditions of the public economy on service production;
- Know the objectives of public funding and different reform projects.

Key content:

- Structure of public economy revenue and expenditure
- Legal framework applying to government and municipal financial management
- Legislation applying to the state budget and principles and measures governing financial management
- Structures of municipal financial management (municipality, consolidated municipality, joint municipal authority, municipal limited company)
- Current review of the economic situation of the public sector
- Factors affecting public economy funding and funding prospects
- Current projects and planned reforms
- Main content and significance of different forms of taxation
- Forms and sources of funding in addition to tax revenue

3.3 Public service provision forms and related legislation, 10 cr

The aim is to gain an understanding of the diverse public sector service provision methods and the related legal framework, as well as to analytically and critically assess their utilisation possibilities.

Students are able to:

- Develop public sector service provision and its structure and availability, in the context of applicable legislation
- Plan and implement outsourcing arrangements for municipal service provision, as well as partnership arrangements among municipalities and in the context of the joint municipal authority
- Acknowledge the significance of agreements and contract management relating to services acquired from companies
- Plan and implement the procurement process and implement partnerships during the contract period, as well as consider the innovation potential in the context of procurement legislation
- Legal framework for different company forms, their relevance in different situations and differences in related taxation
- Key financial and insurance arrangements relating to corporate funding
- Different forms of funding for corporate activities and applicable EU legislation and other legal framework

Main content:

- Development history of public administration from the viewpoint of public service provision
- Ventures, outsourcing and privatisation of public activities or service provision
- Legislation applying to ventures and outsourcing of municipal service provision
- Agreements and contract administration and management relating to municipal service provision
- Collaboration among municipalities in line with the Local Government Act
- Procurement legislation, contractual starting points and funding arrangements
- Legislation applying to service vouchers, and legislation applying to consumer rights and data protection relating to the use of service vouchers
- Regulations of company forms and operations, main corporate taxation principles
- Legal provisions applicable to public subsidies

3.4 Changing administrative information society services and electronic administration regulations, 5 cr

The aim is to gain an understanding of present information society services, development stages and projects

relating to information society services, and regulations applying to electronic administration.

Students are able to:

- Understand the meaning of the principles of good administration from the viewpoint in question
- Know information management, personal data processing and quality management methods
- Know the legal principles for online communications and guidance
- Know the legal framework for online customer services
- Know the legal framework for online administrative decision-making and related communications
- Know the regulations and other framework for the publicity or privacy of different types of information and data storage and transfer
- Able to take into account the requirements for the obligation to provide information

Key content

- Role of basic rights and general administrative legal principles in online administration
- Provisions of publicity legislation for information society administration
- Legislation applying to customer services offered by public authorities
- Provisions of online communications in online administration
- Legal framework for online information services
- Legal framework for data security and online administration

3.5 Public sector management in a changing operating environment, 5 cr.

The aim is to provide skills in public sector management, paying attention to changes in society

Students are able to:

- Evaluate changes in society and their impact on public sector service provision and process and customer relationship management
- Ability to act as a supervisor, manager, expert and developer in a public sector organisation
- Ability to evaluate and develop the quality of public sector services from a customer perspective
- Understand the causal relations for changes in society
- Understand the general operating principles of the public sector, and ability to work in a changing operating environment
- Understand the significance of municipal reforms and reform projects, especially from the viewpoint of management

Main content:

- Current and future role of the public sector
- Public sector management models and their main applications
- Management and Public-Private Partnership (PPP)
- Leadership competence development

3.6 Legal framework for management, 5 cr

The aim is to know the legal framework for organisational management, particularly in the sphere of public sector organisations.

Students are able to:

- Understand the legal aspects relating to the management of a public sector organisation
- Know the main concepts, principles and provisions of labour law
- Know the legal status of public entity officials as well as the key concepts and principles of law of civil service
- Apply provisions of labour law and law of civil service as well as analyse and solve related legal issues
- Know the special features of third sector labour legislation

Key content

- Characteristics of public organisation management
- Labour law and law of civil service; rights, obligations and responsibilities of civil servants
- Collaboration, equality and discrimination provisions relating to the employment sector
- Collective labour law: collective agreement system
- Occupational safety and occupational health care legislation
- Employer's obligation to take out insurance in case of significant social risks, contract management for the outsourcing of municipal service provision

3.7 The thesis as a development project

A major part of a Master's degree consists of the thesis (30 cr). The thesis is a workplace-oriented research, development and project work, which is distinctly pragmatic and supports regional development. The thesis involves applying research knowledge, conceptualising and evaluating phenomena and using chosen methods to solve problems that arise in the course of the work. The topic of the thesis can arise for instance from Laurea's R&D projects or other workplace development needs. The thesis is carried out in network-based cooperation, which equips students to plan, guide, implement and evaluate a development process.

Students select the thesis topic independently. The topic of the thesis is approved in line with Laurea's R&D activities and the action plan of Laurea Hyvinkää. Work on the thesis can begin already at the start of studies.

The thesis comprises the entire study process, as students progress in line with their personal objectives. Study progress is supported through thesis seminars and guidance provided each semester.

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Thesis work must follow the "Master's Theses at Laurea" instructions. According to the instructions, Master's theses respond to employer needs, use process-based and applied methods and aim to generate new information and innovations.

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

Students must complete maturity tests based on their theses, which are intended to demonstrate their knowledge of the field and their skills in Finnish or Swedish. The maturity test can consist of a press release on the thesis or a published article in a related journal.

Students are able to:

- Analyse the theoretical starting points for development work and evaluate development tasks through clear documentation;
- Generate new, reliable information for solving specified problems;
- Evaluate the effects of the methods they use on the reliability of the information generated;
- Apply research data in their work by developing new operating methods and models;
- Deepen their work communities' knowledge and competence through the outcomes of their development projects;
- Share their observations with team members;
- Evaluate the suitability, quality and applicability of development projects carried out by others.

Key content:

- Research methods and data retrieval methods
- Creating research plans and project brochures for development projects

- Planning, implementing, evaluating and presenting development projects orally and in writing
- Constructive opposition

Implementation:

- Development project
- Project portfolio or functional thesis as an alternative
- Small groups, workshops and seminars, including opposition
- Personal tutoring

3.8 Elective studies

Elective studies:

The studies include 20 credits in elective studies, which students can choose according to their own interests and learning needs. Elective studies are agreed upon in connection to processing the personal study plan. In principal, elective studies can include Master's studies from the provision of Laurea Hyvinkää, Laurea's other units or the FUAS alliance. Studies can also comprise participation in R&D&I project work or a conference. Also prior studies at a higher education institution can be accredited in accordance with the APEL principles, such as specialisation studies from a university of applied sciences with a related content. In line with the degree programme objectives, recommended elective studies include:

- Studies in business management
- Studies in social services and health care
- Management studies
- Studies in research methods

4. Quality assurance of the degree programme

The studies comply with Laurea's Quality Assurance System based on a so-called cycle of continuous development. Students provide feedback on teaching, guidance, workload and welfare as well as on the significance of the studies for themselves, both during and at the end of the studies. Key factors include attractiveness, degree completion rate, average completion time and employment rate. Also stakeholder feedback is collected.

Student feedback is utilised in study unit and curriculum development. Resulting development measures are discussed with students in connection with the study units and in the steering group. In addition, research data generated by the Master's degree programme is used for developing the curriculum.

The steering group that supports studies guides, monitors and participates in the evaluation of the degree programme and its impact.

		1. year	2. year
OP	STUDIES	60	30
B035	COMMON PROFESSIONAL STUDIES		
B0144	Public sector decision-making and development of administrative structures	10	
B0145	Public sector funding and financial management	5	
B0146	Public service provision forms and related legislation	10	
B0147	Reformed administrative information society services and electronic administration regulations	5	
B0148	Public sector management in a changing operating environment	5	
B0149	Legal framework for management	5	
194	THESIS		
00415	Thesis		30
0380	ELECTIVE STUDIES		
B0186	Intensive Studies in Management		5
B0187	International approach to Leadership and Management in Public, Private and Third Sector Services		5
		60	30

B035 COMMON PROFESSIONAL STUDIES, 40 cr

B0144 Public sector decision-making and development of administrative structures, 10 cr

The student is able to:

The aim is to gain an understanding of the legal foundation for public administration decision-making and the structural reforms that are underway. Students who have completed the study unit emphasising constitutional and administrative law are able to:

- Know the structures and decision-making process of public administration;
- Understand the underlying political and legal foundation and framework;
- Know the principles of good administration;
- Understand the status and rights of citizens in relation to public administration;
- Know the principles of municipal self-government and municipal collaboration;
- Understand the role of the public sector as a service provider;
- Understand the goals of public sector development and structural reforms;
- Understand the possibilities of and conditions for developing administrative structures, both in general and on a case-by-case basis;
- Know the judicial protection measures relating to public administration.

Contents of the study unit:

- Constitutional foundation; content and significance of the concept of a legal state
- Government and public administration development stages
- Operating principles of public administration institutions
- Division of tasks between municipalities and the state
- Role of municipalities as public service providers
- Current plans and principles for public administration reforms
- Main areas of public service provision (social welfare and health care, education), and related changes
- Impact of EU legislation on the implementation of public service provision
- Impact of human rights agreements on the implementation of public service provision

B0145 Public sector funding and financial management, 5 cr

The student is able to:

The aim is to know the basics of the structure of public sector funding and to understand the impact of financial conditions on public service provision.

- Understand public economy and related funding as a whole;
- Know the role and significance of the state, municipalities and the pension system in the financial context;
- Know the legal context of public economy funding;
- Understand legal and political control applying to government financial management;
- Know the conditions of the public economy on service production;
- Know the objectives of public funding and different reform projects.

Contents of the study unit:

- Structure of public economy revenue and expenditure
- Legal framework applying to government and municipal financial management
- Legislation applying to the state budget and principles and measures governing financial management
- Structures of municipal financial management (municipality, consolidated municipality, joint municipal authority, municipal limited company)
- Current review of the economic situation of the public sector
- Factors affecting public economy funding and funding prospects
- Current projects and planned reforms
- Main content and significance of different forms of taxation
- Forms and sources of funding in addition to tax revenue

B0146 Public service provision forms and related legislation, 10 cr

The student is able to:

The aim is to gain an understanding of the diverse public sector service provision methods and the related legal framework, as well as to analytically and critically assess their utilisation possibilities.

Students are able to:

- Develop public sector service provision and its structure and availability, in the context of applicable legislation
- Plan and implement outsourcing arrangements for municipal service provision, as well as partnership arrangements among municipalities and in the context of the joint municipal authority
- Acknowledge the significance of agreements and contract management relating to services acquired from companies
- Plan and implement the procurement process and implement partnerships during the contract period, as well as consider the innovation potential in the context of procurement legislation
- Legal framework for different company forms, their relevance in different situations and differences in related taxation
- Key financial and insurance arrangements relating to corporate funding
- Different forms of funding for corporate activities and applicable EU legislation and other legal framework

Contents of the study unit:

- Development history of public administration from the viewpoint of public service provision
- Ventures, outsourcing and privatisation of public activities or service provision
- Legislation applying to ventures and outsourcing of municipal service provision
- Agreements and contract administration and management relating to municipal service provision
- Collaboration among municipalities in line with the Local Government Act
- Procurement legislation, contractual starting points and funding arrangements
- Legislation applying to service vouchers, and legislation applying to consumer rights and data protection relating to the use of service vouchers
- Regulations of company forms and operations, main corporate taxation principles
- Legal provisions applicable to public subsidies

B0147 Reformed administrative information society services and electronic administration regulations, 5 cr

The student is able to:

The aim is to gain an understanding of present information society services, development stages and projects relating to information society services, and regulations applying to electronic administration.

Students are able to:

- Understand the meaning of the principles of good administration from the viewpoint in question
- Know information management, personal data processing and quality management methods
- Know the legal principles for online communications and guidance
- Know the legal framework for online customer services
- Know the legal framework for online administrative decision-making and related communications
- Know the regulations and other framework for the publicity or privacy of different types of information and data storage and transfer
- Able to take into account the requirements for the obligation to provide information

Contents of the study unit:

- Role of basic rights and general administrative legal principles in online administration
- Provisions of publicity legislation for information society administration
- Legislation applying to customer services offered by public authorities
- Provisions of online communications in online administration
- Legal framework for online information services
- Legal framework for data security and data protection in online administration

B0148 Public sector management in a changing operating environment, 5 cr

The student is able to:

- Evaluate changes in society and their impact on public sector service provision and process and customer relationship management

- Ability to act as a supervisor, manager, expert and developer in a public sector organisation
- Ability to evaluate and develop the quality of public sector services from a customer perspective
- Understand the causal relations for changes in society
- Understand the general operating principles of the public sector, and ability to work in a changing operating environment
- Understand the significance of municipal reforms and reform projects, especially from the viewpoint of management

Contents of the study unit:

- Current and future role of the public sector
- Public sector management models and their main applications
- Management and Public-Private Partnership (PPP)
- Leadership competence development

B0149 Legal framework for management, 5 cr

The student is able to:

Description of the study unit: Special legal aspects relating to public sector management

Students will be able to

- Know the legal framework for organisational management, particularly in the sphere of public sector organisations
- Understand the special legal aspects relating to the management of a public sector organisation
- Know the main concepts, principles and provisions of labour law
- Know the legal status of public entity officials as well as the key concepts and principles of law of civil service
- Apply provisions of labour law and law of civil service as well as analyse and solve related legal issues
- Know the special features of third sector labour legislation

Contents of the study unit:

- Special aspects in the management of public organisations
- Labour law and law of civil service; rights, obligations and responsibilities of civil servants
- Collaboration, equality and discrimination provisions relating to the employment sector
- Collective labour law: collective agreement system
- Occupational safety and occupational health care legislation
- Employer's obligation to take out insurance in case of significant social risks
- Contract management for the outsourcing of municipal service provision

Study unit description:

Special legal aspects relating to public sector management

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 de-velopment 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 informa-tion generated;
- understand the meaning of researched information for supporting business de-cisions, 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.

00415 Thesis, 30 cr

0380 ELECTIVE STUDIES, 20 cr

Description:

Vapaasti valittavat opinnot:

Tutkintoon sisältyy 20 op vapaasti valittavia opintoja, joita opiskelija voi valita lähtökohtaisesti oman kiinnostuksensa ja oppimisen tarpeidensa mukaan. Vapaasti valittavista opinnoista sovitaan henkilökohtaisen oppimissuunnitelman käsittelyn yhteydessä.

Pääsääntöisesti vapaasti valittavat opinnot voivat koostua Laurea Hyvinkään, muiden Laurean yksiköiden tai FUAS-liittoutumaan kuuluvien yksiköiden YAMK-opetustarjonnasta. Opinnot voivat koostua myös esimerkiksi osallistumisesta T&K&I – hanketyöhön tai konferenssiin. Vapaasti valittavissa opinnoissa voidaan lukea hyväksi myös AHOT-periaatteiden mukaisesti aikaisempia korkeakouluopintoja, kuten esimerkiksi ammattikorkeakoulussa suoritettuja, koulutusohjelmaan sisällöllisesti kytkeytyviä erikoistumisopintoja.

Vapaasti valittavien opintojen suositellaan koulutusohjelman tavoitteet huomioiden koostuvan lähinnä

- liiketalouden alan opinnoista
- sosiaali- ja terveysalan opinnoista
- johtamisopinnoista
- tutkimusmenetelmiä koskevista opinnoista.

B0186 Intensive Studies in Management, 5 cr

The student is able to:

Opintojaksolla syvennetään johtamisosaamista koulutusohjelmakohtaisesti ja valittavana on seuraavia johtamisen teemoja

- Kriisi- ja tilannejohtaminen
- Muutoksen johtaminen
- Osaamisen johtaminen
- Strateginen johtaminen
- Kehittävä ja konsultoiva johtaminen
- Verkostojen johtaminen
- Prosessien johtaminen
- Innovaatioiden ja luovuuden johtaminen

B0187 International approach to Leadership and Management in Public, Private and Third Sector Services, 5 cr

Contents of the study unit:

This internationally orientated course focuses on the contemporary challenges encountered by different kind of political programs as well as new ideas to develop leadership and management in public, private and third sector services. Course content is constantly updated to reflect current policies and practices in different countries, inside EU as well as outside EU. By combining the study of management theory with the critical analysis of contemporary practice our master level students develop their skills and capabilities required to progress a managerial career in public, private and third sector organizations.