

LAUREA UNIVERSITY OF APPLIED SCIENCES

Degree Programme in Entrepreneurship and Business (Laurea Lohja, Ilo), HYF14KJ

Ylemmät ammattikorkeakoulututkinnot

Forecasting and Customer Orientation as Key Skills of the Future

The future is important, as it is where each of us will be spending the rest of our lives! Every organisation needs to develop its activities and services to correspond to future needs and customer expectations. Although the future cannot be predicted, it can be examined and anticipated. Being prepared for the future develops flexible activities as well as agile thinking. Customer-oriented service operations emphasise the importance of market monitoring and co-development with customers. It makes an organisation live in the now, with innovation at the heart of operations.

The role of individual customer relationships has increased in both the business and public sectors. At the same time, it has become increasingly difficult to foresee customer behaviour. Genuine customer-oriented operations enable to achieve competitive edge and profitability, but this requires a new, in-depth understanding of customer behaviour.

We have seen a shift towards a service-driven, experience-oriented economy. Innovative product solutions are inadequate for ensuring competitiveness, as today customers demand functional services and successful experiences. Value creation for customers is an important perspective for all sectors, and interaction and customer relationships are in a key role.

The Master's degree programme 'Future Management and Customer-Oriented Service Operations', which is launched at Laurea Lohja at the beginning of 2012, is aimed at those in charge of management and development or seeking these roles. The programme provides key skills in forecasting, management and customer-oriented service operations.

Laurea as a Learning Environment

Universities of applied sciences have three tasks set by law: research and development, regional development, and pedagogy. The effective integration of these three tasks has been seen as one of the key elements in addressing Laurea's statutory duties. The aim for Laurea is to produce competent graduates who become research-oriented developers of their work and their fields. A further aim is to develop and renew labour market competence through research and to produce innovations that make use of multidisciplinary competence, which have an impact on our surroundings.

Laurea's learning concept is embodied in the Learning by Developing model, which has been awarded by the Finnish Higher Education Evaluation Council. The objective of learning is competence, which is visible as new ways and methods of working, and which allows for renewal of the labour market and the field. Learning by Developing takes place in workplace-oriented projects in which students, lecturers, workplace experts and customers work together to develop innovative solutions.

Students are seen as partners who, as their competence develops, are able to take on increasing responsibility and make use of their creativity to complete research and development tasks. Students acquire competence in learning environments comprising diverse workshops and labs. Professional competence is constructed out of the integrated combination of empirical data and its in-depth understanding, skills, and handling situations. Working together to build knowledge-based skills leads to competence that allows students to manage diverse situations in the constantly changing world of work.

Studying at Laurea requires critical thinking, problem-solving skills, self-directiveness, a proactive attitude and cooperation skills. The studies place a focus on an independent approach.

In development projects, all participants are seen as learners, because the projects aim to produce change and generate something new. Partnership also means mutual respect and appreciation for diverse skills. The progress of the development project requires sharing competence and building new competence out of different areas of expertise. Students participate as partners who build their competence by obtaining new tools and by taking part in various research and development initiatives.

Laurea Lohja as a Learning Environment

The Lohja campus of Laurea University of Applied Sciences is located in Western Uusimaa. The aim of Laurea Lohja is to be a competitive and inspiring learning environment for students and an innovative partner for regional operators, which creates diverse learning situations and creative solutions in its development tasks, applying a student-oriented, active and flexible approach.

Innovative partnership refers to the operating method adopted by Laurea Lohja for developing services and marketing in a customer-oriented way in a caring, creative environment while reacting with agility (CCQ). Renewing and developing service operations and public services are highlighted in the future-oriented activities of Laurea Lohja. A further aim is to uncover tacit knowledge and social capital by emphasising the role of cooperation. Laurea Lohja is engaged in continuous operations with the private and public sectors, which enables versatile learning situations.

The CCQ operating method (Caring, Creative and Quick) facilitates Laurea Lohja's view of *innovative partnership* and Learning by Developing. The future labour market requires experts who are aware of their responsibilities and committed to developing their work – people care about the future. They work with passion and creativity, and are ready to react to changes and challenges with agility where necessary. Key qualities of future experts are: *caring* (social responsibility and communality); *creativity* (ability to see things in a new way and exceed boundaries); and *agility* (taking a flexible and bold approach towards changes and challenges).

Caring: Students take part in the learning process from their own starting points. A personal approach is taken towards their competence, and prior experience is acknowledged as a valuable part of the learning process. Guidance and tutoring are key elements along the study path. The campus is characterised by mutual respect, space for different types of learning, and understanding for different cultures. Activities are customer-oriented in both service operations, nursing, and health care and social welfare.

Working life is developed together regional partners. Personal responsibility for achieving the results and targets of development activities is understood. Operations are continuously developed in accordance with received feedback.

Creative: The campus encompasses a diverse learning environment that includes the surrounding society, companies and public sector. Authentic customer encounters at the Health Market, continuous business partnerships at the Business Lab, workshops, lectures and other learning situations, informal encounters and a rich virtual world contribute to a developmental atmosphere. Allowing sufficient time to think offers an opportunity to examine issues from new perspectives and leads to creative solutions.

Quick: Activities are characterised by flexibility. The campus creates high-quality, student-oriented learning solutions; the principle of continuous feedback is applied as part of quality assurance. Study implementation is continuously monitored in light of feedback from students and the employment sector.

Laurea Lohja is an innovative partner that engages in activities with regional operators in customer-oriented way. Innovative operations are not hindered by structure or rigid hierarchy, and targets are pursued across boundaries

Objectives of the Degree Programme

A Master's degree is equivalent to a university-level Master's level degree. It is a second cycle degree that can be completed by a graduate with a Bachelor's degree or equivalent as well as three years of work experience.

The overall aim of the Master's degree programme in Future Management and Customer-Oriented Service Operations is to provide students with extensive, in-depth skills required by workplace development in the relevant field, as well as the necessary theoretical skills for demanding management and expert tasks. The degree programme generates skills for lifelong learning as well as diverse communication skills required by the workplace also for the context of international cooperation.

The aim of the degree programme is to produce visionary development experts, who are able to improve the ability of organisations to respond to future challenges proactively in cooperation with customers, staff and other stakeholder groups.

In accordance with section 7 a of the Government Decree on Polytechnics (2005/423), studies leading to polytechnic Master's degrees must aim to provide students with:

- 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;
- 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;
- the necessary abilities for lifelong learning and continuous development of the students' own professional competence;
- good communication and language skills needed at work; and
- skills required for international interaction and operations.

The European Qualification Framework (EQF 2008; National framework for qualifications and other competence, Ministry of Education and Culture 2009) defines as objectives of Master's degrees for graduates to be able to:

- possess comprehensive and highly specialised concepts, methods and knowledge corresponding to the special competence in their field, used as the basis for independent thought and/or research;
- understand issues pertaining to the field and interfaces between various fields and evaluate them and new knowledge critically;
- solve demanding problems in research and innovation activities, where new methods and procedures are developed and knowledge from various fields is applied and combined;
- work independently in the demanding development and expert tasks of the profession, or as entrepreneurs;
- lead and develop complex, unpredictable and new strategic approaches;
- manage issues and/or people;
- evaluate the actions of individual people and groups;
- increase their knowledge and practices in the field and/or take charge of other people's development;
- have the skills for continuous learning;
- communicate orally and in writing to both specialist and non-specialist audiences;

possess the capability to communicate at an advanced international level and to interact in one official language and at least one foreign language.

Description of the Degree Programme

The degree programme in Future Management and Customer-Oriented Service Operations (90 cr.) leads to a Master's degree in social sciences, business management and administration. Graduates can use the title Master of Business Administration. The studies are arranged at the Lohja unit of Laurea University of Applied Sciences and take 2 years to complete.

The Master's degree programme in Future Management and Customer-Oriented Service Operations is suitable for those functioning in both the private, public and organisational sectors. The study units are designed to enable participation by those functioning in the fields of business management and welfare. Participants apply learning and development tasks related to regional R&D projects to their own organisations in the region, while learning from each other in face-to-face instruction and online studies, rather than by means of traditional teacher-centred learning.

The degree programme is designed for those wishing to develop as future-oriented innovators in their work. Renewal can focus on the development of operating methods and management, but also on developing service innovations for future markets and customers.

Eligible students must have a minimum of 30 credits related to business management competence, either as part of the basic degree required as educational background, as university or higher education studies completed after graduation, or as learning attained through employment. Missing business management competence must be supplemented during the first year of studies. Selected students can supplement missing business management competence from the provision of business management studies at Laurea Lohja.

Structure of the Degree Programme

Laurea's curricula are based on themes and study units. A theme refers to a wider competence area that typically

requires students to master several study units within the subject area.

The curriculum of the degree programme (90 cr. in total) comprises compulsory advanced professional studies (45 cr.), the thesis (30 cr.) and elective studies (15 cr.). The themes include both compulsory and elective studies.

Students can also include elective studies from outside the degree programme; these study units are included under theme F027, Elective Studies.

Students accumulate credits for the completion of a study unit. In terms of workload, one credit corresponds to approximately 26.7 hours of work by the student. The duration of the studies is 2 years (total duration 3 years).

F024 Workplace Development Competence (10 cr.)

F7011 Creative Problem-Solving Methods and Unlearning Skills, 5 cr. (compulsory)

F7012 Methodological Solutions for R&D, 5 cr. (compulsory)

F025 Future Management (15 cr. + 15 cr.)

00715 Futures Studies Methods, 5 cr. (compulsory)

F7013 Recognition and Interpretation of Futures Knowledge, 5 cr. (compulsory)

F7014 Learning Organisation and Change Management, 5 cr. (compulsory)

F7015 Innovation Process Management, 5 cr. (elective)

F7020 International Project, 10 cr. (elective)

F026 Customer Orientation and Customer Understanding (20 cr. + 5 cr.)

F7016 Customer Understanding and Consumer Behaviour, 5 cr. (compulsory)

F7036 Company as a Customer, 5 cr. (compulsory)

F7017 Consumer-Oriented Service Operations, 5 cr. (compulsory)

F7018 ICT Development in Renewing Business Operations, 5 cr. (compulsory)

F7019 Customer Profitability and Customer Capital, 5 cr. (elective)

F027 Elective Studies (elective)

- Elective studies from outside the degree programme

F028 Thesis (30 cr.)

F7021 Thesis, 30 cr. (compulsory)

Competence Evaluation

Competence evaluation is based on the objectives described in the curriculum. These objectives define the requirements that students have to meet to achieve their degree titles. Competence evaluation shows how well the set objectives have been met. Study units are evaluated on a numerical scale of 0 to 5 or on a pass/fail (H/O) basis.

Quality Assurance of the Degree Programme

Quality assurance is a vital part of the continual development of operations at Laurea. Laurea monitors quality using a quality assurance system. A cycle of continuous development is key to quality assurance, whereby operations are

planned, (Plan), implemented (Do), monitored and assessed (Check) as well as developed (Act), which then serves as a basis for new planning.

As part of quality assurance of the degree programme, the content of study units and implementations make use of feedback from previous groups and, where possible, address learning needs. Interaction with and feedback from the employment sector have an overall impact on the curriculum.

		1. year	2. year
OP	STUDIES	30	60
F024	WORKPLACE DEVELOPMENT COMPETENCE		
F7011	Creative Problem-Solving Methods and Unlearning Skills	5	
F7012	Methodological Solutions for R&D		5
F025	FUTURE MANAGEMENT		
00715	Futures Studies Methods	5	
F7013	Recognition and Interpretation of Futures Knowledge		5
F7014	Learning Organisation and Change Management		5
F7015	Innovation Process Management		5
F7020	International project		10
F026	CUSTOMER ORIENTATION AND CUSTOMER UNDERSTANDING		
F7016	Customer Understanding and Consumer Behaviour	5	
F7036	Company as a Customer		5
F7017	Customer-Oriented Service Operations		5
F7018	ICT Development in Renewing Business Operations	5	
F7019	Customer Profitability and Customer Capital		5
F027	ELECTIVE STUDIES		
F028	THESIS		
F7021	Thesis	30	
		30	60

F024 WORKPLACE DEVELOPMENT COMPETENCE, 10 cr

Description:

- Recognising personal strengths and development areas as both learners and developers, defining personal learning targets
- Methods for small groups and creative problem-solving
- R&D methods and reporting on new knowledge
- Research ethics and research critique

The student will be able to:

- assess and develop personal strengths as learners and developers;
- make use of creative problem-solving methods; and
- assess the relevance of diverse R&D methods as well as apply these in the production of new knowledge and as part of organisational renewal.

Content:

Students who have completed the theme possess the methodological skills for carrying out a workplace-oriented R&D project. The theme includes the following study units:

F7011 Creative Problem-Solving Methods and Unlearning Skills, 5 cr. (compulsory)

F7012 Methodological Solutions for R&D, 5 cr. (compulsory)

F7011 Creative Problem-Solving Methods and Unlearning Skills, 5 cr

The student is able to:

- map their own competence;
- recognise the characteristics of different behavioural models and the counter-reactions they cause in small-team work;
- recognise their strengths in relation to others;
- work in changing work communities;
- create new work methods and tools for managing their organisations' processes, for coping with change and for motivating colleagues.

Contents of the study unit:

- Introduction to Master's studies and studying at Laurea
- Mapping personal strengths
- Investigating and developing evaluation of personal characteristics
- Understanding and analysing the dimensions of small-team work
- Content and methods of dynamic change management; content; and types of change
- Creative problem-solving methods

Study unit description:

The study unit strengthens the self-awareness of students as a starting point for professional growth, examines change in a work community from the perspective of group dynamism, explores the potential of creativity, and serves as an introduction to Master's studies.

F7012 Methodological Solutions for R&D, 5 cr

The student is able to:

- assess the suitability of alternative research and development methods for specific problems or targets;
- manage the process of generating new knowledge and gathering materials for decision-making;
- critically interpret and evaluate research reports;

- produce knowledge in participatory and process-oriented ways during development projects; and
- plan and implement development projects and change processes.

Contents of the study unit:

- Application of alternative research methods, and their effects on research outcomes
- Understanding data gathering, description and analysis
- Conducting and reporting on an R&D project
- Applying evidence-based information to support decision-making, and diffusion of information in the media
- Research ethics
- Research critique

Study unit description:

The study unit supports the research-oriented approach of students in all development activities by providing the theoretical and practical skills for implementing R&D tasks during the studies and for completing the thesis.

F025 FUTURE MANAGEMENT, 15 cr

Description:

- Recognising long-term development trends
- Assessing the impacts of recognised change factors and change processes
- Making use of strategic agility in the renewal of business operations
- Recognising the features of change management
- Supporting and promoting organisational learning in change

The student will be able to:

- investigate the possible, desirable and probable futures of a target organisation;
- recognise and interpret futures knowledge; and
- support organisational learning and strategic agility in change processes.

Content:

Students who have completed the theme have the skills to recognise long-term challenges and opportunities as well as to function as visionary change managers within their organisations. The theme includes the following study units:

00715 Futures Studies Methods, 5 cr. (compulsory)

F7013 Recognition and Interpretation of Futures Knowledge, 5 cr. (compulsory)

F7014 Learning Organisation and Change Management, 5 cr. (compulsory)

F7015 Innovation Process Management, 5 cr. (elective)

F7020 International Project, 10 cr. (elective)

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

F7013 Recognition and Interpretation of Futures Knowledge, 5 cr**The student is able to:**

- involve organisational actors, stakeholders and partners in the recognition and systematic mapping of futures knowledge;
- examine the organisation as an open, learning system;
- involve organisational actors, stakeholders and partners in a communal interpretation of futures knowledge;
- support future-oriented self-direction.

Contents of the study unit:

- Strategic awareness and futures thinking
- Weak signals, mega trends and 'scanning' the operating environment
- Activity theory and communicative planning
- Self-organisation, self-direction
- Systematic, process-oriented and evolutionary development perspective

Study unit description:

The study unit examines an organisation as an open, learning system; explores different sources of futures knowledge; analyses an organisation as an operating system; and searches ways for an organisation to make use of its internal resources and network relationships as a starting point for inclusive, future-oriented development.

F7014 Learning Organisation and Change Management, 5 cr**The student is able to:**

- understand change management,
- systematic project work, and
- the renewal challenges of organisational competence from the perspective of an expert working in development tasks.

Contents of the study unit:

- Strategic agility as a starting point for renewing business operations
- Developer role during change and change management
- Committing and motivating staff to continuous development
- Projects as a development tool
- Competence as an organisation's resource, and competence development tools

Study unit description:

The study unit examines change management within an organisation both in theory and practice.

F7015 Innovation Process Management, 5 cr**The student is able to:**

- participate innovatively in development networks and lead the development activities of teams in a proactive, target-oriented way;
- generate new ideas and implement these in a networked environment;
- manage a process aimed at refining an innovation idea.

Contents of the study unit:

- · Innovation as a concept
- · Leadership and organisation that support innovation
- · Incremental and radical innovation
- · Innovation process
- · Goods, service and process innovation, social innovation
- Commercialisation of innovations

Study unit description:

The study unit looks at the significance, opportunities, challenges and methods of innovation management.

F7020 International project, 10 cr**The student is able to:**

- integrate the R&D project into international discourse in the field;
- network internationally and produce new competence communally.

Contents of the study unit:

The study unit includes a preliminary assignment for an international project, participating in a week-long international visit and the corresponding programme, and reporting.

Study unit description:

The study unit supports future management competence. It involves participation in an international conference on futures research. The conference segment is carried out during the summer.

F026 CUSTOMER ORIENTATION AND CUSTOMER UNDERSTANDING, 20 cr

Description:

The theme familiarises students with the concepts and theories of customer-oriented service operations. The section focuses on understanding customer behaviour in the development of business operations as well as the construction of a service strategy from a customer-oriented perspective. Developing customer relationships is approached from the viewpoints of customer profitability and the potential of ICT in renewing business operations.

The student will be able to:

- promote the customer orientation of the target company from the viewpoints of utilising customer knowledge and innovation development;
- recognise and utilise the potential of ICT development in renewing business operations;
- assess and develop customer profitability and customer capital;
- function as experts in customer-oriented, consumer-centred, up-to-date marketing.

Content:

Students who have completed the theme are able to develop a customer-oriented business model for an organisation. Students are experts in customer-oriented, new type of marketing, who understand the potential of ICT development and assess the customer relationships of an organisations also from an financial angle. The theme includes the following study units:

F7016 Customer Understanding and Consumer Behaviour, 5 cr. (compulsory)

F7036 Company as a Customer, 5 cr. (compulsory)

F7017 Consumer-Oriented Service Operations, 5 cr. (compulsory)

F7018 ICT Development in Renewing Business Operations, 5 cr. (compulsory)

F7019 Customer Profitability and Customer Capital, 5 cr. (elective)

F7016 Customer Understanding and Consumer Behaviour, 5 cr

The student is able to:

- **understand** the role of customer knowledge, customer experience and customer behaviour in the developing business operations;
- make use of research literature to support the development project and apply it in everyday situations;
- develop new customer understanding for their organisations.

Contents of the study unit:

- In-depth understanding of consumer behaviour - why and how customers purchase, and how to influence the purchase decision
- How to gather customer knowledge a customer is unable to express
- Customer experience and customer satisfaction: service situations and experiences from a customer's perspective
- From psychology to communality - levels of impacting customer behaviour

Study unit description:

Customer understanding is a prerequisite for genuine customer orientation. Without knowledge of customer behaviour, it is impossible for an organisation to plan its activities in a customer oriented way. Customer-oriented service innovations, pricing, distribution solutions and communication choices require a genuine understanding of

customer behaviour.

F7036 Company as a Customer, 5 cr

The student is able to:

- understand the role of customer knowledge and purchase behaviour of companies in developing business operations;
- make use of research literature to support the development project and apply it in everyday situations;
- develop a new type of customer understanding on the B2B market for their organisations.

Contents of the study unit:

- Purchase behaviour of a customer organisation and how to influence the purchase decision
- Acquiring knowledge on customer organisation activities
- Value chains and partnership models in B2B marketing

Study unit description:

Most Finnish organisations function in a B2B market with other communities as customers. The special features of the corporate and communal market have an important influence on the planning of marketing. Understanding the operations of a customer organisation is the first step towards a customer-oriented operating model and competitive advantage.

F7017 Customer-Oriented Service Operations, 5 cr

The student is able to:

- understand the challenges of product and production orientation in the current competition field as well as the role of customer experience in developing business operations;
- make use of research literature to support the development project and apply it in everyday situations;
- develop a new perspective towards the service portfolio and positioning for their company / community.

Contents of the study unit:

- Towards an experiential, service-driven operating model
- Customer orientation and servicing
- Towards value-based, socially responsible business operations

Study unit description:

The study unit explores customer-oriented, service-centred business planning and the creation of competitive advantage.

F7018 ICT Development in Renewing Business Operations, 5 cr

The student is able to:

- understand the trends of ICT development and forecast development;
- understand uncertainties related to development and carry out managed economic risks;
- know the business opportunities in the ICT sector;
- innovatively combine knowledge of traditional business operations and the potential of different areas of ICT in developing business operations;
- plan strategic development projects and analyse these using quantitative methods.

Contents of the study unit:

- Development and convergence of ICT and media
- Modelling the diffusion of new technologies and services
- Technology and market changes and related preparation

- How does ICT development renew traditional business operations?
 - New technologies for acquiring and utilising information
 - Rising potential of communications
 - Globalised ecosystem
 - Increasingly easy-to-use product/service entities
 - Rich platform for creativity
- Management of development projects

Study unit description:

The study unit explores new types of business models enabled by ICT and their potential in a networked, global operating environment.

F7019 Customer Profitability and Customer Capital, 5 cr

The student is able to:

- understand the role of customers as a capital-type, limited asset; and
- produce a business plan that enhances customer profitability.

Contents of the study unit:

- Customer value as an indicator of business operations
- Customer Lifetime Value and productivity of the customer base
- Customer base management from the perspective of investment

Study unit description:

The study unit focuses on cash flow, profitability and capital generated by customers.

F027 ELECTIVE STUDIES, 15 cr

Description:

Elective studies other than those included in the Future Management and Customer Orientation theme and Customer Understanding theme

Content:

The theme includes the study unit

- Elective studies other than those included in the Future Management and Customer Orientation theme and Customer Understanding theme

F028 THESIS, 30 cr

Description:

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 student will be able to:

- master comprehensive and highly specialised concepts, methods and knowledge corresponding to the special competence in their field, used as the basis for independent thought and/or research;
- define issues pertaining to the field and interfaces between various fields and evaluate them and new knowledge critically;
- solve demanding problems in research and innovation activities, where new methods and procedures are developed and knowledge from various fields is applied and combined;
- work independently in demanding expert tasks of the profession, or as entrepreneurs;
- manage and develop complex, unpredictable and new strategic approaches;
- acquire knowledge and practices in their field;

- communicate orally and in writing to both specialist and non-specialist audiences.

Content:

The theme includes the study unit

F7021 Thesis 30 cr.

F7021 Thesis, 30 cr

The student is able to:

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 and development 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.

Contents of the study unit:

- carry out development work and applied research in their fields independently;
- apply research information they have acquired in their theses, critically and analytically;
- apply suitable information gathering methods in their development projects;
- use chosen research and development methods and master related documentation and reporting;
- evaluate and communally oppose other students' theses in terms of background, implementation, outcome and reporting, as in a research community;
- work as experts in 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.

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.