

**Curriculum at LAB University of Applied Sciences
2020-2021**

**Master of Social and Health Care, Regenerative Leadership,
Lahti**

Code	Name	1 y	2 y	ECTS total
YUUDS20SLTI-1003 Core competence				30
LA00BO20	Transformational Leadership	5		5
LA00BO19	Strategies for the Future	5		5
LA00BO43	Evaluation of Effectiveness and Operations	5		5
LA00BQ22	Social and Health Care Finance		5	5
LA00BO42	Talent Management	5		5
LA00BO46	Work community management		5	5
YUUDS20SLTI-1004 Complementary competence				30
LA00BQ04	Research-Based Development			0
LA00BO41	Cross-cultural management	5		5
LA00BO48	Innovation Management	5		5
LA00BO49	Lean-Thinking in Developing Operations	5		5
LA00BO50	Digitality and customers	5		5
ST00BO15	Service design in social and health care services			0
LA00BN40	Advanced Expert Studies			0
ST00BR56	Creative and Operational Procedures			0
YLI0058	Managing Well-Being at Work			0
YUUDS20SLTI-1005 Thesis				30
YO00BU70	Thesis Planning	10		10
YO00BU71	Thesis Project and Reporting		20	20

YUUDS20SLTI-1003 Core competence: 30 ECTS

LA00BO20 Transformational Leadership: 5 ECTS

Learning outcomes

The student is able to

- identify the current phenomena, theories and models of management and follow the current discussion on management and working life
- identify the prerequisites and means for successful change management
- interpret and develop innovative culture in an organisation to promote organisational change

LA00BO19 Strategies for the Future: 5 ECTS**Learning outcomes**

The student is able to

- identify the future trends and changes in one's own field as a part of strategic work
- develop different strategies for achieving organisational goals
- create solutions to implement and evaluate the chosen strategy

LA00BO43 Evaluation of Effectiveness and Operations: 5 ECTS**Learning outcomes**

The student is able to

- use and apply various evaluation procedures in the development of customer-orientated services
- utilize performance evaluation information on operations as part of strategic implementation
- set objectives for and evaluate the effectiveness and effect of services from the customer and society perspective

LA00BQ22 Social and Health Care Finance: 5 ECTS**Learning outcomes**

The student is able to

- use logically the key concepts of the social and health care economy
- recognise the producers of social and health care services and their financial preconditions in the customer service network
- recognise the connection of economy and its control systems with the development and management of services
- master the principles of financial planning and financial monitoring on an operational function level

LA00BO42 Talent Management: 5 ECTS**Learning outcomes**

The student is able to

- implement staff management based on a strategy and reach strategic objectives for the staff
- recognize, evaluate and develop talent on an individual and organisation level
- use knowledge and talent distribution models

LA00BO46 Work community management: 5 ECTS**Learning outcomes**

The student is able to

- critically evaluate and develop the effectiveness of the work community
- take on the responsibility of a manager for difficult situations and finding solutions for them in the work community
- develop interaction and communication in their management work and the work community
- operate as a manager in an ethically sustainable manner

YUUDS20SLTI-1004 Complementary competence: 30 ECTS

LA00BQ04 Research-Based Development: 5 ECTS

Learning outcomes

The student is able to

- plan a workplace-oriented research-based development project
- use different methods of workplace development and use/utilize the research data in workplace development
- evaluate and report on the research-based development project

LA00BO41 Cross-cultural management: 5 ECTS

Learning outcomes

The student is able to

- explain and successfully overcome challenges that of working in international environment
- identify how culture impacts attitude, behavior and communication and articulate global competency in international leadership
- act effectively in multi-cultural teams, global organizations and cross-cultural environments

LA00BO48 Innovation Management: 5 ECTS

Learning outcomes

The student is able to

- explain the relevant concepts of innovation and innovation process
- drive the innovative processes and creatively overcome the impediments of innovation, in or between, organizations and the emerging business opportunity
- use different idea generation tools

LA00BO49 Lean-Thinking in Developing Operations: 5 ECTS

Learning outcomes

The student is able to

- become familiar with continuous improvement principles
- become familiar with the key principles of quality and Lean management
- apply Lean's key tools in developing operations

LA00BO50 Digitality and customers: 5 ECTS

Learning outcomes

The student is able to

- focus on the key questions for businesses with customer-centric / customer orientated approach
- obtain and evaluate responses, perspectives and solutions for building customer orientated / customer-centric approach businesses
- recognise and evaluate possibilities in business provided by digitality, networks and customers

ST00BO15 Service design in social and health care services: 5 ECTS

Learning outcomes

The student is able to

- understand the service design process as part of an organisation's service management
- choose appropriate service design procedures and be able to apply these on a case-by-case basis in the development of different services
- lead service design processes

LA00BN40 Advanced Expert Studies: 5 ECTS**Learning outcomes**

The student is able to

- follow trends in the relevant field of specialization
- critically evaluate the sources of information about the current issues in the given field of expertise
- utilize innovative approaches and current knowledge bases to develop and manage operations

ST00BR56 Creative and Operational Procedures: 5 ECTS**Learning outcomes**

The student is able to

- apply creative theories in development work
- construct different production mechanisms for creative thinking
- select and apply different procedures of creative development to be used in practical development work
- facilitate creative development work in groups

YLI0058 Managing Well-Being at Work: 5 ECTS**Learning outcomes**

Student:

- understands the key concepts of managing well-being at work, the dynamics of a well-functioning work community and the importance of promoting psychosocial and physical well-being at work.
- is able to assess the impact of workplace well-being to work productivity and satisfaction.
- is able to utilize measures by which the well-being of the organization can be developed.
- is able to lead the organization's activities to promote well-being at work.

YUUDS20SLTI-1005 Thesis: 30 ECTS**YO00BU70 Thesis Planning: 10 ECTS****Learning outcomes**

The student is able to

- describe the objectives and core contents of their thesis
- plan and describe the stages of the thesis process
- take into account the possible research permit and copyright issues.

YO00BU71 Thesis Project and Reporting: 20 ECTS

Learning outcomes

The student is able to

- implement the thesis on the basis of an approved thesis plan
- present the results or output of their thesis
- report on their thesis in writing in accordance with the thesis guidelines of LAB University of Applied Sciences
- as a maturity test, write a blog post, a press release or an article.