

Curriculum at LAB University of Applied Sciences  
2021-2022

**Master of Social and Health Care, Transformational  
Leadership and Management in Social and Health Care 21S,  
Lahti**

Code	Name	1 y	2 y	ECTS total
<b>YSTUJ21SLTI-1001 Core Competence</b>				<b>30</b>
LA00BO20	Transformational Leadership	5		5
LA00BO19	Strategies for the Future	5		5
YH00CC92	Strategic Human Resources Management	5		5
LA00BO43	Evaluation of Effectiveness and Operations	5		5
LA00BQ22	Social and Health Care Finance		5	5
YH00CC94	Leading a Work Community		5	5
<b>YSTUJ21SLTI-1002 Complementary Competence</b>				<b>30</b>
LA00BQ04	Research-Based Development			0
YH00CC93	Competence Management			0
LA00BO48	Innovation Management			0
LA00BO49	Lean-Thinking in Developing Operations			0
ST00BR56	Creative and Operational Procedures			0
LA00BN40	Advanced Expert Studies			0
YH00CI17	Benefit of the Knowledge for Social and Health Services			0
YH00CI19	Client and the Client Experience of Digital Services			0
YH00CI20	Professional and the Work on Digital Environment			0
YH00CI23	Service Design of Digital Era			0
YH00CI53	Service Management			0
YH00CI45	Service Design I: Customer Experience Management			0
YH00CJ97	Service Design II: Customer Insight in Service Design			0
YH00CK29	Service Design III: Leading the Service Design Process			0
<b>YSTUJ21SLTI-1003 Thesis</b>				<b>30</b>
YO00BU70	Thesis Planning	10		10
YO00BU71	Thesis Project and Reporting		20	20

**YSTUJ21SLTI-1001 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 of 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

**YH00CC92 Strategic Human Resources Management: 5 ECTS****Learning outcomes**

The student is able to

- implement strategic human resource management
- identify the role of line management in different areas of human resource management
- identify and apply different factors influencing an individual's engagement to their work and organisation
- identify and develop organisational culture as part of performance management

**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

**YH00CC94 Leading a Work Community: 5 ECTS**

**Learning outcomes**

The student is able to

- identify, assess and develop the functionality of a work community and well-being at work
- identify, encounter and solve demanding situations in a work community
- develop work community communication in a digital and multiform environment
- act as a supervisor in an ethically sustainable manner

**YSTUJ21SLTI-1002 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
- use research data in workplace development

**YH00CC93 Competence Management: 5 ECTS****Learning outcomes**

The student is able to

- assess and set objectives for individual's competence and competence potential based on individual and organisational needs
- identify, assess and develop unit and organisational level competences and competence potential
- use knowledge and competence sharing models and tools

**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

- becomes familiar with continuous improvement principles
- becomes familiar with the key principles of quality and Lean management
- is able to apply Lean's key tools in developing 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

### **LA00BN40 Advanced Expert Studies: 5 ECTS**

#### **Learning outcomes**

- 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

### **YH00CI17 Benefit of the Knowledge for Social and Health Services: 5 ECTS**

#### **Learning outcomes**

The student is able to

- recognize the value of data and data sources
- develop data management in a social and health sector
- assess and use data ethically, critically and securely

### **YH00CI19 Client and the Client Experience of Digital Services: 5 ECTS**

#### **Learning outcomes**

The student is able to

- search and use the latest knowledge and concepts of the client experience
- critically analyze the client experience by using different methods
- innovate digital solutions to improve the client experience

### **YH00CI20 Professional and the Work on Digital Environment: 5 ECTS**

#### **Learning outcomes**

The student is able to

- search and use the latest data for development of social and health services
- improve work and working models of social and health services
- design and strategically assess social and health services and working models

### **YH00CI23 Service Design of Digital Era: 5 ECTS**

#### **Learning outcomes**

The student is able to

- recognize and critically evaluate the user participation in service design process
- develop the understanding of users in digital environment as multidisciplinary team work
- describe and innovate implementations of artificial intelligence, machine learning and the automatization of user understanding

## **YH00CI53 Service Management: 5 ECTS**

### **Learning outcomes**

The student is able to

- use the basic service management concepts and knowledge base
- describe and analyze the segmented customer group's service process and observe it in the ecosystem
- present solutions to improve the customer orientation of social and health services and the functioning of the service network

## **YH00CI45 Service Design I: Customer Experience Management: 5 ECTS**

### **Learning outcomes**

The student is able to

- use the basic concepts and theories of customer experience
- evaluate the usability of customer experience metrics in different services and analyze the work community's/organization's customer information and report the resulting information
- utilize customer information in the development and management of service processes

## **YH00CJ97 Service Design II: Customer Insight in Service Design: 5 ECTS**

### **Learning outcomes**

The student is able to

- use the basic concepts and theories of customer insight
- use appropriate methods to gain customer insight and analyze the customer's service experience
- revise the service process/processes based on customer insight information

## **YH00CK29 Service Design III: Leading the Service Design Process: 5 ECTS**

### **Learning outcomes**

The student is able to

- use the basic concepts and theories of service design
- use appropriate service design methods and apply them in the development of service processes
- design user-oriented social and health care services to reform the service system

## **YSTUJ21SLTI-1003 Thesis: 30 ECTS**

## **YO00BU70 Thesis Planning: 10 ECTS**

### **Learning outcomes**

A 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**

A 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.