

**Curriculum at LAB University of Applied Sciences
2022-2023**

**Master of Business Administration, Transformational
Leadership 22S, Lahti**

Code	Name	1 y	2 y	3 y	ECTS total
LLTIYUUDL22S-1001 Core competence					30
LA00BO19	Strategies for the Future	5			5
LA00BO20	Transformational Leadership	5			5
LA00BO46	Work community management	5			5
LA00BO48	Innovation Management	5			5
LI00CF55	Ethics, governance & responsible management	5			5
YY00BW98	Digital Transformation Management	5			5
LLTIYUUDL22S-1002 Complementary competence					30
LA00BQ04	Research-Based Development	5			5
LA00BO49	Lean-Thinking in Developing Operations	5			5
LA00BO50	Digitality and customers	5			5
YL00CI15	Financial planning for the future	5			5
LA00BO41	Cross-cultural management	5			5
LA00BO42	Talent Management	5			5
LLTIYUUDL22S-1003 Thesis					30
YO00BU70	Thesis Planning	10			10
YO00BU71	Thesis Project and Reporting		20		20

LLTIYUUDL22S-1001 Core competence: 30 ECTS

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

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

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

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

LI00CF55 Ethics, governance & responsible management: 5 ECTS

Learning outcomes

The student will be able

- to assess a set of analytical tools and concepts to drive responsible decision-making, whilst highlighting the difference between compliance and ethically driven behavior.
- able gain an overview of tourism and event management in the private, public and social enterprise sectors and gain a theoretical and practical understanding of these.

YY00BW98 Digital Transformation Management: 5 ECTS

Learning outcomes

The student is able to

- analyze the relationship between strategy and digital transformation
- assess the impact of digital solutions on business processes and human operations
- plan the realization, measurement, and management of digital transformation

LLTIYUUDL22S-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 and use/utilize the research data in workplace development
- evaluate and report on the research-based development project

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

YL00CI15 Financial planning for the future: 5 ECTS

Learning outcomes

The student is able

- to gain an in-depth understanding of financial management, budgeting and investments.
- to consider and evaluate macro economical situations and their impact on tourism and events.
- to apply scenario thinking / identify possibilities of alternative futures in tourism and event management / for pre-active / proactive business development and financial management.
- to identify new possibilities for profitability and disruptive business models in tourism and events.

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

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

LLTIYUUDL22S-1003 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.