

**Curriculum at LAB University of Applied Sciences
2023-2024**

**Master of Business Administration, Regenerative Leadership
23S, online studies**

Code	Name	ECTS total
LLTIYUUDL23SV	Master of Business Administration, Regenerative Leadership 23S, online studies	90
LLTIYUUDL23SV-1001 Core competence		30
YY00CV71	Strategic leadership in the future	5
YY00CV90	Transformational Leadership	5
LA00BO46	Work community management	5
LA00BO48	Innovation Management	5
LI00CF55	Ethics, governance & responsible management	5
YY00BW98	Digital Transformation Management	5
LLTIYUUDL23SV-1002 Complementary competence		30
LA00BQ04	Research-Based Development	5
LA00BO49	Lean-Thinking in Developing Operations	5
LA00BO50	Digitality and customers	5
YH00CC93	Competence Management	5
YL00CT72	Intercultural Communication	5
LLTIYUUDL23SV-1003 Thesis		30
YO00BU70	Thesis Planning	10
YO00BU71	Thesis Project and Reporting	20

**LLTIYUUDL23SV Master of Business Administration, Regenerative Leadership
23S, online studies: 90 ECTS**

LLTIYUUDL23SV-1001 Core competence: 30 ECTS

YY00CV71 Strategic leadership in 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

YY00CV90 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

LLTIYUUDL23SV-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

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

YL00CT72 Intercultural Communication: 5 ECTS

Learning outcomes

The student is able to

- understand the meaning of culture and the impact of cultural diversity on business and management
- evaluate and interpret cultural diversity
- comprehend the various levels of cultural influence on business (national/regional, by productive sector, professional, functional and company) and their interactions
- understand and manage the communication models and styles of the various cultures of the world
- understand the competencies needed for international level management, with reference to cultural diversity management.

LLTIYUUDL23SV-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.