

**Curriculum at LAB University of Applied Sciences
2025-2026**

**Master of Social and Health Care, Modern Leadership (in
Finnish) 25S, online studies**

| Code | Name | 1 y | 2 y | ECTS total |
|--|---|-----|-----|---------------|
| HLTIYMOJO25SV-1001 Core Competence | | | | 35 |
| YY00CV90 | Transformational Leadership | 5 | | 5 |
| YY00CV71 | Strategic leadership in the future | 5 | | 5 |
| YY00CZ31 | Research and Development Methods | 5 | | 5 |
| YY00CZ32 | Ethics, governance & responsible management | 5 | | 5 |
| YL00CV03 | Innovation and creativity – understand your business & build resilience | | 5 | 5 |
| YY00CZ33 | Effective financial management | | 5 | 5 |
| YY00CZ46 | Capability management | 5 | | 5 |
| HLTIYMOJO25SV-1002 Complementary Competence | | | | 25 |
| HLTIYMOJO25SV-1003 Thesis | | | | 30 |
| YO00BU70 | Thesis Planning | 10 | | 10 |
| YO00BU71 | Thesis Project and Reporting | | 20 | 20 |

HLTIYMOJO25SV-1001 Core Competence: 35 ECTS

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

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

YY00CZ31 Research and Development Methods: 5 ECTS

Learning outcomes

The student is able to:

- Plan, implement, report and evaluate a work life based development project
- Apply and implement different research methods in developing work life
- Apply and evaluate researched knowledge and use it for work-life development
- Apply and use different data collection methods in the research data gathering and evaluate data reliability
- Apply and evaluate the ethical aspects of research in the research and development process

YY00CZ32 Ethics, governance & responsible management: 5 ECTS

Learning outcomes

The student is able to

- Analyze the relationship between corporate governance, ethics, and responsible management.
- Assess the role of leadership and corporate culture in shaping ethical behavior and responsible management practices.
- Explain the role of a code of conduct in fostering ethical behavior within organizations.
- Propose innovative approaches to promoting responsible management and ethical leadership in a rapidly changing business environment.
- Formulate strategies for enhancing corporate governance and promoting responsible practices within a specific industry or organization.

YL00CV03 Innovation and creativity – understand your business & build resilience: 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. Concepts like idea generation, creativity, innovation culture and resilience will be explored
- foster an innovation and creative culture, and rethink the value proposition for the customer.
- generate and evaluate new business models and foster business resilience

YY00CZ33 Effective financial management: 5 ECTS

Learning outcomes

Student is able to

- identify the main financial factors related to organisational success and apply them to their own business environment
- understand the basics of measuring economic factors
- understands the legal basis for financial management and is able to evaluate its implementation in the organisation
- can evaluate the financial impact of organisational activities, operational development and related decision making

YY00CZ46 Capability management: 5 ECTS**Learning outcomes**

The student

- manages the process of strategy-oriented capability management in a changing operating environment.
- knows how to identify and anticipate future skills needs in one's own field.
- is able to prepare a strategy-oriented skills development plan.

HLTIYMOJO25SV-1002 Complementary Competence: 25 ECTS**HLTIYMOJO25SV-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.