

## **CURRICULUM**

DEVELOPMENT AND MANAGEMENT OF SOCIAL SERVICES AND HEALTH CARE  
Centre for Social Services and Health Care

### **Degree**

Degree Title

Master of Health Care  
Master of Social Services

Extent            90 cr/ 2-3 years

### **Typical Tasks for Graduates**

Once you have completed the Master's Degree in Development and Management of Social Services and Health Care, you can find employment in the public, private or the third sector in various positions requiring management and development competence. Your future job and professional titles include: ward sister, matron, nurse director, planning officer, social director, project coordinator, project manager and regional director.

### **Implementation of Studies**

The Master's Degree Programme in Development and Management of Social Services and Health Care provides you with skills and abilities needed to take responsibility for the management and development of work communities. You will continue to place a strong emphasis on an investigative and developmental approach to work that is characteristic of professionals working in the field of social services and health care. Also, you will further strengthen the multidisciplinary knowledge base in the context of your own expertise and learn to understand various phenomena related to organisational change processes and adjust your management activities accordingly. You will enhance those skills and abilities needed to develop your own field and to participate in discussions on welfare policy and deepen your competence in developing welfare services.

The aim and the content of the education are related to your work and the development of your expertise. The implementation of blended learning allows you to continue with full-time employment. However, you need not be currently employed to qualify for admission. In addition to instructed distance learning and self-study, there are one to five contact teaching days per month. Once you graduate, you have management competence with an emphasis on strategic human resources competence, strategic competence as well as operations and quality management. You will also be provided with good skills needed to work in projects. A Master's Degree from a university of applied sciences is equal to that from a science university when applying for a public office or position.

## **Structure and Content of Studies**

The degree programme contains common core studies (85 ECTS) and optional studies (5 ECTS). The aim of common core studies is to enhance your management competence that focuses on strategic human resources competence and strategic competence as well as operations and quality management. You will learn to master the knowledge base of your own field of expertise, to understand phenomena related to change processes and how to manage them. Common core studies include a thesis (30 ECTS), which is carried out in collaboration with working life.

The course supply includes studies in Self-Management, International Activities in Social Services and Health Care, Strategic Planning and Management, Evolving Service Systems in Social Services and Health Care and Financial Management as well as Methods of Proactive Management. There are also studies in Research Methods, Investigative Development Process, Theoretical Perspectives on Management, Management of Human Resources, and Specialist Expertise in Strategic Human Resources Management. Optional studies include, for example, courses on Sustainable Management or Practical Training in Social Services and Health Care Management

# DEVELOPMENT AND MANAGEMENT OF SOCIAL SERVICES AND HEALTH CARE



Master of Health Care  
Master of Social Services  
90 cr / 2-3 years

Competence in Participatory Management | Competence in Innovative Management | Competence in Organising Client-Centred Services in Sparsely Populated Areas | Competence in Regenerative Management | Ethical Competence | Innovation Competence | Internationalisation Competence | Learning Skills | Work Community Competence

3 <sup>rd</sup> year	EXPERT IN WORKING LIFE					
Thesis		15/30 cr	Thesis		15/30 cr	
Optional Studies		5 cr				
2 <sup>nd</sup> year	INVESTIGATIVE DEVELOPER OF WORKING LIFE					
Investigative Development Process		5 cr	Specialist Expertise in Strategic Human Resources Management			5 cr
Evolving Service System in Social Services and Health Care and Financial Management		9 cr	Self-Management			2 cr
			International Activities in Social Services and Health Care			5 cr
1 <sup>st</sup> year	DEVELOPER OF WORKING LIFE					
Development of Theoretical Perspectives of Management		5 cr	Methods of Proactive Management			5 cr
Strategic Planning and Management		5 cr	Management of Human Resources			5 cr
Self-Management		2 cr	Research Methods			5 cr
Orientation to Studies		2 cr				

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## Competence Requirements

Area of Competence	Description of Competence Master of Social Services or Master of Health Care (Physiotherapist/ Registered Nurse/ Public Health Nurse)
Competence in Participatory Management	<ul style="list-style-type: none"> <li>- is able to evaluate and develop management systems in society and client-centred organisations.</li> <li>- is able to anticipate and respond to changes in operational environments by developing the management system.</li> <li>- is able to guide and evaluate personnel by using a strategy-driven and competency based approach.</li> <li>- is continuously able to develop areas of safety management and maintain well-being at work in a positive atmosphere.</li> </ul>
Competence in Innovative Management	<ul style="list-style-type: none"> <li>- is able to carry out and manage strategy-driven research and development processes in working life in collaboration with employees and experts by applying scientifically valid methods.</li> <li>- is able to reflect, model and manage components of change and problem solving processes in collaboration with the members of the work community.</li> <li>- is able to identify signals predicting new development trends.</li> <li>- is able to respond to challenges by applying proactive methods.</li> </ul>
Competence in Organising Client-Centred Services in Sparsely Populated Areas	<ul style="list-style-type: none"> <li>- is able to evaluate and analyse the effectiveness of strategic management systems in social services and health care.</li> <li>- complies with current legislation in the field of social services and health care.</li> <li>- is able to manage resources economically.</li> <li>- is able to carry out qualitative competence-based cooperation with entrepreneurs of one's field when designing services.</li> <li>- is able to establish one's own business.</li> <li>- is able to plan and implement a strategic process independently, develop organisational processes in a client-driven way and by utilising feedback as well as being able to manage an organisation by applying the principles of strategic management.</li> </ul>
Competence in Regenerative Management	<ul style="list-style-type: none"> <li>- is able to manage one's own as well as the work community's actions according to ethically sustainable principles and acknowledges the significance of career planning and development on well-being at work.</li> <li>- is able to promote internationalisation in one's own operational environment and apply multicultural approach in practical management.</li> </ul>

Ethical Competence	<ul style="list-style-type: none"> <li>- is able to assume responsibility for the actions of the work community as well as the consequences of the actions.</li> <li>- is able to apply ethical principles of professional practice in one's own field when acting as an expert or as a developer of working life.</li> <li>- is able to take the perspectives of individuals and communities into account in decision-making.</li> <li>- is able to promote the realisation of principles of equality in one's work community.</li> <li>- is able to promote the principles of sustainable development and realisation of social responsibility.</li> <li>- based on ethical principles, is able to manage activities that have social influence.</li> </ul>
Innovation Competence	<ul style="list-style-type: none"> <li>- is able to generate new knowledge and revise practices by combining knowledge from different fields.</li> <li>- is able to manage projects.</li> <li>- is able to manage research, development and innovation projects and masters research and developments methods.</li> <li>- is able to develop client-centred, sustainable and profitable practices.</li> </ul>
Internationalisation Competence	<ul style="list-style-type: none"> <li>- is able to communicate across cultures when working and developing practices in an international context.</li> <li>- is able to act in international operational environments.</li> <li>- is able to anticipate the implications of internationalisation in one's own field.</li> </ul>
Learning Skills	<ul style="list-style-type: none"> <li>- is able to assess and develop one's competences and learning methods.</li> <li>- is able to search, process, and analyse information critically.</li> <li>- can assume responsibility for team learning and knowledge sharing.</li> </ul>
Work Community Competence	<ul style="list-style-type: none"> <li>- is able to function as a member of a work community and contribute to its well-being.</li> <li>- is able to function in various communication and interaction situations at work.</li> <li>- is able to use information and communication technology in the tasks of one's field.</li> <li>- is able to establish personal professional contacts and to work in networks.</li> <li>- is able to make decisions in new and unforeseen situations.</li> <li>- is able to manage one's own work and to work independently in tasks requiring expertise.</li> <li>- has developed entrepreneurial skills.</li> </ul>