

Competence Matrix 2018: Health Business Management Master's Degree/ Metropolia UAS

Metropolia's Health Business Management Master's Programme has two principal objectives: The first is to highlight the skills required for successful, lifelong health and social care business professional development. These skills, like many others in life, can only be acquired by learning theories, tools and models and by practice. The second objective, therefore, is to suggest strategies and methodologies that can assist in the acquisition of professional development skills. The programme is based on EQF7 -framework and it follows Finnish Arene recommendations.

General Competencies	Upon satisfactory completion of the degree students will be able to:	Courses
Learning Competencies	<ul style="list-style-type: none"> • Develop and evaluate own professional expertise • Gather, create, manage and evaluate data and information from different perspectives in several operation areas • Take responsibility for targeted learning outcomes of a team/ community • Develop a reflective approach • Conduct, interpret and communicate a thesis project in accordance with acceptable standards 	<p>All courses (including all assignments)</p> <p>Business Development Methods and Tools</p> <p>Research Skills and Methods</p> <p>Master's Thesis</p>
Ethical Competencies	<ul style="list-style-type: none"> • Take responsibility for operations and outcomes of a team • Apply professional ethical principles as an expert and work community developer • Make decisions accounting both individual and team/ community related perspectives • Act ethically and professionally, and be responsive to community variations in cultures and socio-demographics • Promote diversity management, equality and social responsibility • Enact cultural competency in diverse social and cultural communities 	<p>All courses</p> <p>Diversity Management</p> <p>Human Resource Management in a Continuously Changing Organization</p> <p>Corporate Social Responsibility</p>
Work Community Competencies	<ul style="list-style-type: none"> • Develop well-being in an organization • Develop relationships and promote communications by utilizing ICT-solutions and various communication channels • Lead and manage change in unforeseeable circumstances and complex environment • Work as an expert, manager or entrepreneur 	<p>Diversity Management</p> <p>Human Resource Management in a Continuously Changing Organization</p> <p>E-marketing Systems and Tools</p>

	<ul style="list-style-type: none"> Develop competencies targeted to improve effectiveness of work communities 	Strategy, Management and Leadership
Innovation Competencies	<ul style="list-style-type: none"> Understand the fundamental methods used in innovations Lead innovation projects Define (research) business problems and opportunities, frame (research) questions, design innovation procedures, and outline methods of analysis Develop customer oriented, profitable new business in the long run 	All courses Research Skills and Methods Business Development Methods and Tools Service Innovation and Design Master's Thesis
Internationalization Competencies	<ul style="list-style-type: none"> Communicate and act internationally Manage international teams Foresee potential challenges, opportunities and other outcomes of internationalization/ globalization in her/ his own field Summarize central issues and current trends in the field Work in, and adapt to, any global context for health business development 	All courses
Subject Specific Competencies		
Social and Health Care Competences	<ul style="list-style-type: none"> Develop comprehensive understanding of healthcare systems, terms, methods and tools Integrate theory and practice to plan, implement, and evaluate strategies in health business organizations. Establish and manage systems and processes to assess organizational performance for continuous improvement of quality, safety and effectiveness in social and health care Communicate, solve problems and make decisions related to health business management in the public and private sectors Focus on customer centric, value based processes and projects 	All courses Safety and Quality Processes and Management in Social and Health Care Strategy, Management and Leadership Health Business Economics and Business Models
Management Competencies	<ul style="list-style-type: none"> Lead in all levels of public and private health service organizations Identify and apply economic financial and organizational theories and frameworks 	All courses Human Resource Management in a Continuously Changing Organization

	<ul style="list-style-type: none"> • Employ appropriate qualitative and quantitative techniques to manage human, fiscal, technological, information, physical, and other resources • Select key stakeholders that will assist and support in the planning, implementation, and evaluation of health business • Set up key performance indicators and measure them • Build and manage customer relationships to add value to both parties • Run profitable business 	<p>Strategy, Management and Leadership</p> <p>Health Business Economics and Business Models</p> <p>Enterprise Resource Planning Systems</p> <p>Financial Management and Accounting of Social- and Healthcare Organizations</p>
Service Competencies	<ul style="list-style-type: none"> • Integrate theory and practice to plan, implement, and evaluate services in health business organizations • Conceptualize, analyze and resolve problems related to health services production, delivery and finance • Develop networks in service production, marketing and delivery • Analyze own markets and develop marketing and communications programs • Purchase services and products professionally 	<p>Service Innovation and Design</p> <p>E-marketing Systems and Tools</p>