**Development and Management of Services for Older People – Competences in the Master of Arts degree**

**Competence in ageing and gerontological competence mean competence in**

1. Applying multidisciplinary gerontological knowledge and expertise on the diversity of ageing in working life and in the development of client-oriented services
2. Promoting the development of memory and age-friendly living and operational environments and services in society, taking into account the objectives of sustainable development
3. Strengthening the inclusion and agency of older people by developing services that are preventive and promote functional capacity
4. Enabling equal opportunities for older people in a changing and digitalising society, taking into account ethical considerations
5. Assessing the significance of communality for the quality of life of older people and in using gerontological skills in cooperative networks
6. Critically analysing the relevance of one’s own gerontological knowledge and understanding in the provision and organisation of services for older people

**Research and development expertise in ageing means expertise in**

1. Applying research knowledge and skills and assessing the impact of development activities by critical analysis, and anticipating the future
2. Leading research, development and innovation activities in working life by applying multidisciplinary future research knowledge in the development of working life
3. Communicating orally and in writing the results and impact of research and development activities on the development of services for older people
4. Making targeted use of different networks in research and development activities
5. Assessing sustainability and building socially, economically and ecologically sustainable services for a diverse range of older people
6. Applying research ethics principles and assessing and developing one’s own research and development skills

***Management skills in services for older people mean skills in***

1. Applying multidisciplinary knowledge in people-driven management of organisational activities, and strengthening the involvement and cooperation of employees
2. Applying strategic thinking to the management and development of the work community in a complex and systemic world, anticipating the future
3. Managing a diverse workforce by applying current research in leadership to the management of employees and work communities
4. Assessing the impact of ethical, environmental and economic factors in management to promote sustainable development and growth
5. Anticipating changes in the development of working life and service structure in the digitalising future working environment
6. Assessing one’s own leadership and develop own leadership skills in a goal-oriented manner