



UNIVERSITY OF  
APPLIED SCIENCES

**Cultural Management**

**CURRICULUM**  
**2018–2024**

HUMAK UNIVERSITY OF APPLIED SCIENCES  
Cultural Manager  
240 ECTS credits / 4 years

## Contents

1. EDUCATION PROMISE.....	4
2. PROGRAMME AIMS.....	5
3. PROGRAMME STRUCTURE.....	5
Curriculum visualisation.....	7
4. INTERNATIONAL AND MULTICULTURAL STUDIES .....	8
5. CURRICULUM.....	9
GENERAL STUDIES 10 ECTS credits.....	9
Professional development 5 ECTS credits * .....	9
Study skills 5 ECTS credits * .....	9
PROFESSIONAL STUDIES 135 ECTS credits.....	10
PROFESSIONAL LANGUAGE STUDIES 15 ECTS credits.....	10
Swedish 5 ECTS credits *.....	10
English 5 ECTS credits * .....	10
Finnish language and communication 5 ECTS credits * .....	10
INTRODUCTION TO CULTURAL MANAGEMENT 25 ECTS credits.....	11
Basics of cultural production 10 ECTS credits .....	11
Legislation and ethics 5 ECTS credits .....	11
Practical training 1: Producer work 10 ECTS credits .....	12
CULTURE AND PRODUCTIONAL ENVIRONMENT 30 ECTS credits .....	12
Digital work environments 5 ECTS credits .....	12
Culture and the arts 10 ECTS credits .....	13
Cultural policy 5 ECTS credits.....	13
Practical training 2: Multi-sectoral work environments 10 ECTS credits .....	13
COMMUNICATION SKILLS FOR PRODUCERS 10 ECTS credits .....	13
Media skills (5 ECTS credits) .....	14
BASICS OF ECONOMICS AND FINANCE 15 ECTS credits.....	14
Financial planning and management 5 ECTS credits * .....	14
Cultural funding 5 ECTS credits.....	15
Operational and financial planning 5 ECTS credits .....	15
INTRODUCTION TO BUSINESS MANAGEMENT 20 ECTS credits .....	15
Marketing 5 ECTS credits.....	16
Product development and productisation 5 ECTS credits .....	16
Basics of business management 5 ECTS credits * .....	16
INNOVATION AND DESIGN COMPETENCE 20 ECTS credits.....	17
Innovation 5 ECTS credits * .....	17
Management and workplace community skills 5 ECTS credits * .....	17
Strategic planning 5 ECTS credits .....	18

Advanced studies 30 ECTS credits.....	18
Practical training 3: Productions and development projects 10 ECTS credits .....	18
Practical training 4: Economics and finance 10 ECTS credits .....	19
Practical training 5: Communications and marketing 10 ECTS credits.....	19
SPECIALISATION STUDIES 20 ECTS credits.....	19
Business management 20 ECTS credits (incl. Practical training 6) .....	20
Digital productions 20 ECTS credits (incl. Practical training 6) .....	20
Multi-sectoral events productions 20 ECTS credits (incl. Practical training 6) .....	20
STUDIES IN APPLIED RESEARCH AND DEVELOPMENT 30 ECTS credits.....	21
Development methods 5 ECTS credits * .....	21
Research-based development 5 ECTS credits * .....	21
Development practices 5 ECTS credits * .....	22
Bachelor's thesis (final project)15 ECTS credits * .....	22
OPTIONAL STUDIES 15 ECTS credits.....	23

\* courses common to all three bachelor's degrees

## 1. EDUCATION PROMISE

The degree programme in cultural management is a UAS-level bachelor's degree programme. The programme meets the UAS degree criteria of the Finnish higher education system and complies with the European and National Qualifications Frameworks (Level 6).

The programme provides competencies for the creative industries. The programme prepares students for domestic and international roles in the field of cultural management. Students will develop a personalised skillset with expertise in culture and the arts, production management skills and capabilities for work in skills-intensive industries. The core competence consists of production processes and project work as well as communication, funding, innovation and leadership competencies. Graduates from this programme can work at the interfaces of various industries in cooperation with other sectors including technology, tourism, and health and social care.

Students will participate in authentic workplace projects from the outset of the programme. As students advance in their studies, workplace-oriented learning progresses through practical training periods, projects and innovation activities. The programme has a strong focus on the development of skills related to experimentation culture, digital work approaches and new work environments.

The Cultural Manager bachelor's degree programme is designed to help students develop advanced competencies and strengthen their individual professional skills throughout the studies. Students learn to evaluate and develop operating models for their chosen field through workplace-oriented research and development assignments.

## 2. PROGRAMME AIMS

The learning aims are described as programme-specific competencies. The learning aims of the Cultural Manager programme are based on the common core competences of the professional field. The competences consist of knowledge, skills and attitudes. Each competence describes the required skills and capabilities needed for work in the field in question. In addition to the core competence, the programme is designed to deliver general workplace skills including creativity, critical thinking, interpersonal skills, management, digital, project skills and international skills. The programme's aim is to develop these competencies in a holistic manner.

The modules in the curriculum are described based on the competences as sets of studies which are designed to support and visualise the professional competence of cultural managers. The course-specific intended learning outcomes become more advanced as students make progress. Upon successful completion of the programme, students should possess general workplace skills as well as professional competence in cultural management in a way that facilitates positive professional and personal career development.

## 3. PROGRAMME STRUCTURE

The programme consists of general studies, professional studies, advanced professional studies, and studies in applied research and development. In addition, students take optional courses to complement the core programme. The curriculum consists of broad-based modules which are designed to develop and advance students' competencies in cultural management.

Information literacy is developed throughout the programme. In the early stages, students focus on basic skills in information retrieval and the critical appraisal and ethical use of information. This is followed by learning assignments that focus on diverse use of sources and the assessment of information needs as part of the reflection of learning experiences. Students construct and produce knowledge in conversation with sources. In the final stages of study, students are expected to be fluent and broadly skilled in the retrieval and application of information as part of development activities. Students will be introduced to and work with various professional information systems.

### **General studies 10 ECTS credits**

The programme begins with general studies, common to all Humak programmes. Students develop pedagogical abilities for study and an understanding of self-directedness and personal responsibility for learning and professional growth.

### **Professional studies 135 ECTS credits**

Students are orientated and introduced to the field and practices of cultural management. In first-year professional studies, the focus is on the basics and practices of cultural management and cultural production processes. As students advance, they continue to develop their knowledge base and professional skills. The focus is on developing knowledge of the cultural operating environment, production processes and business competencies for cultural producers. Students also develop capabilities to work with foreign languages in professional settings. The professional studies offer learning opportunities in authentic workplace environments and/or projects.

They include studies common to all programmes (Cultural Manager, Interpreter, Community Educator); these are implemented in cooperation between two or three of the programmes. The contents and learning environments may have different weightings depending on the chosen programme. Professional courses common to all are: Human rights and diversity (5 ECTS credits), Communication competence (5 ECTS credits), Management and workplace community skills (5 ECTS credits), Participatory pedagogy (5 ECTS credits), Financial planning and management (5 ECTS credits), Entrepreneurship (5 ECTS credits), Basics of business operations (5 ECTS credits), and Innovation (5 ECTS credits).

### **Advanced professional studies 50 ECTS credits**

The advanced studies are integrated with the research, development and innovation activities of Humak and other organisations and institutions. Students develop advanced competencies in their chosen specialist area. Students are introduced to innovation activities and their practical applications. In specialisation studies, students develop advanced competencies in business management, digital production or multi-sectoral events production.

### **Studies in applied research and development 30 ECTS credits**

Students learn to apply research and development methods with a participatory approach and in response to real-life workplace needs. Students learn to evaluate various operational and structural development needs from the client's perspective and find and justify appropriate solutions in cooperation with experts working in the field.

### **Optional studies 15 ECTS credits**

The programme includes 15 ECTS credits' worth of optional studies which students can take in their chosen subjects to supplement their competencies.

### **Practical training**

UAS studies include at least 30 ECTS credits' worth of practical training. The Cultural Manager programme includes six practical training periods worth 10 ECTS credits each. The practical training periods are organised as follows:

- **Basic-level practical training:**
  - Practical training 1: Producer work
  - Practical training 2: Multi-sectoral production environments
- **Advanced practical training:**
  - Practical training 3: Productions and development projects
  - Practical training 4: Financial management and funding
  - Practical training 5: Communications and marketing
- **Development-oriented practical training:**
  - Specialisation studies 2/2, students choose one option:
    - Practical training 6: Business management
    - Practical training 6: Digital productions
    - Practical training 6: Multi-sectoral events production

## Curriculum visualisation

<b>BACHELOR'S DEGREE IN CULTURAL MANAGEMENT CULTURAL MANAGER(BH)</b>	
<b>OPTIONAL STUDIES 15 ECTS</b>	<b>STUDIES IN APPLIED RESEARCH AND DEVELOPMENT 30 ECTS</b>
	Development methods 5 ECTS *    Research-based development 5 ECTS *    Development practices 5 ECTS*    Bachelor's thesis (final project) 15 ECTS *
	<b>ADVANCED PROFESSIONAL STUDIES 50 ECTS</b>
	<p><b>Advanced studies 30 ECTS credits</b></p> Practical training 3: Productions and development projects 10 ECTS Practical training 4: Economics and finance 10 ECTS Practical training 5: Communications and marketing 10 ECTS
	<p><b>SPECIALISATION STUDIES 20 ECTS</b></p> Business management 20 ECTS (incl. Practical training 6) Digital productions 20 ECT (incl. Practical training 6) Multi-sectoral events productions 20 ECTS (incl. Practical training 6)
<b>PROFESSIONAL STUDIES 135 ECTS</b>	
<p><b>Professional language studies 15 ECTS</b></p> Swedish 5 ECTS * English 5 ECTS * Finnish language and communication 5 ECTS *	
<p><b>Introduction to cultural management 25 ECTS</b></p> Basics of cultural production 10 ECTS Legislation and ethics 5 ECTS Practical training 1: Producer work 10 ECTS	
<p><b>Culture and production environment 30 ECTS</b></p> Digital work environments 5 ECTS Culture and the arts 10 ECTS Cultural policy 5 ECTS Practical training 2: Multi-sectoral work environments 10 ECTS	
<p><b>Communication skills for producers 10 ECTS</b></p> Media skills 5 ECTS Communication competence 5 ECTS *	
<p><b>Basics of economics and finance 15 ECTS</b></p> Financial planning and management 5 ECTS * Cultural funding 5 ECTS Operational and financial planning 5 ECTS	
<p><b>Introduction to business and management 20 ECTS</b></p> Marketing 5 ECTS Product development and productisation 5 ECTS Entrepreneurship 5 ECTS * Basics of business management 5 ECTS *	
<p><b>Innovation and design competence 20 ECTS</b></p> Innovation 5 ECTS * Innovation practices 5 ECTS Management and workplace community skills 5 ECTS * Strategic planning 5 ECTS	
<b>GENERAL STUDIES 10 ECTS</b>	
Professional development 5 ECTS *    Study skills 5 ECTS *	

\* courses common to all three bachelor's degrees

The profile table of Cultural Manager is read from bottom to top. The degree consists of general studies (10 ECTS credits), professional studies (135 ECTS credits), advanced professional studies (50 ECTS credits), and studies in applied research and development (30 ECTS credits). General studies include the Professional Development course (5 ECTS credits), which is linked to the student's development aims and demonstration of professional development throughout the programme (the e-portfolio). Optional studies (15 ECTS credits) are described vertically on the left-hand side of the table. The layout illustrates the fact that optional studies can be taken at any stage of the programme.

## 4. INTERNATIONAL AND MULTICULTURAL STUDIES

### **International and multicultural studies**

The aim of the international and multicultural studies is to learn to work in international and multicultural settings and understand the fundamentals of diversity, global challenges and sustainable society. Students complete at least 30 ECTS credits' worth of international and multicultural studies.

The studies can be taken:

1. in international student exchange at Humak's partner institutions
2. in international work placements abroad or in multicultural work environments in Finland
3. as intensive courses, which are organised in cooperation with international partner institutions
4. as studies common to all Humak programmes or programme-specific studies (e.g. courses run in a foreign language)
5. in other international and/or multicultural settings and projects in Finland or abroad.

For students who already work or otherwise operate in international and multicultural environments, accreditation of work-based learning is possible. Some international and multicultural studies can be linked to the final project (bachelor's thesis).

For outgoing exchange students, Humak offers an international exchange course (3 ECTS credits), which is counted towards the international and multicultural studies.

In the Cultural Manager programme, students can take international and multicultural studies either continuously or accumulatively. The programme offering contains courses that qualify as international and multicultural studies.

In particular, international and multicultural competence is supported by field-specific international and multicultural networks in project work and other collaborations (e.g. international NGOs, schools and businesses). In addition, students can choose to link their thesis/final project with a work placement and/or exchange period spent in an international and/or multicultural environment.



## 5. CURRICULUM

### GENERAL STUDIES 10 ECTS credits

The module consists of the following courses:

- Professional development 5 ECTS credits
- Study skills 5 ECTS credits

Upon completion of the module, students will be able to plan and assess their learning and professional development throughout the programme from the competence perspective. Students will be able to draw up career plans and demonstrate and assess their personal competencies. Students will be able to draw up CVs and job applications. Students will understand the importance of interpersonal and teamwork skills and networks in learning and professional contexts. Students will be able to share their competencies with their peers and act as peer mentors to other students.

#### Professional development 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- demonstrate self-leadership, self-directedness and responsibility in their learning and professional practice
- plan and assess their professional growth from the competence perspective
- demonstrate their competencies
- use their interpersonal and teamwork skills in learning and workplace communities
- apply professional ethics and sustainable development in their practice.

Contents:

Students will work on an e-portfolio to demonstrate their professional development on an ongoing basis. Students will prepare and take part in development discussions and present their career plans.

#### Study skills 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- demonstrate knowledge of Humak's pedagogical principles and practices and learning philosophies
- demonstrate an understanding of the study skills required in higher education
- assess their learning abilities in relation to the field-specific higher education requirements
- use a range of ICT technologies, communication channels and learning environments
- identify work environments and networks specific to their chosen field.

Contents:

Students will be introduced to coaching-based learning and the learning environments and equipment. In addition, they will be introduced to the activities of the student union (HUMAKO). During this course, students will explore the concepts of studying ability, accessibility and support for learning difficulties (possible adaptation or adjustment).

## **PROFESSIONAL STUDIES 135 ECTS credits**

### **PROFESSIONAL LANGUAGE STUDIES 15 ECTS credits**

#### Swedish 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- actively use field-specific terminology both in oral and written communications
- communicate in multidisciplinary workplace communities both orally and in writing
- work in international professional settings requiring Swedish
- work in interview and advice situations requiring Swedish
- use Swedish in job-seeking and describe their work environments and duties in Swedish
- source information from various field-specific Swedish-language sources
- understand the difference between professional and informal language and choose the appropriate register.

Contents:

- Written and oral communication in various contexts (e.g. reporting, negotiations, telephone conversations, email, job-seeking)
- Various guidance, interview and advice situations
- The retrieval and use of field-specific information to maintain professional expertise.

The course is delivered as two consecutive sets (2+3 ECTS credits) at the beginning and halfway point of the programme.

#### English 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- actively use field-specific terminology both in oral and written communications
- communicate in multidisciplinary workplace communities both orally and in writing
- work in international professional settings requiring English
- work in interview and advice situations requiring English
- use English in job-seeking and describe their work environments and duties in English
- source information from various field-specific English-language sources
- understand the difference between professional and informal language and choose the appropriate register.

Contents:

- Written and oral communication in various contexts (e.g. reporting, negotiations, telephone conversations, email, job-seeking)
- Various guidance, interview and advice situations
- The retrieval and use of field-specific information to maintain professional expertise.

The course is delivered as two consecutive sets (2+3 ECTS credits) in the latter half of the programme.

#### Finnish language and communication 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- assess their communication competencies and understand different types of communication processes and methods of generating and maintaining interaction
- demonstrate knowledge of the basics of group communication and the characteristics of communication situations in community settings

- give and receive feedback in a goal-oriented and justified manner
- recognise the characteristics and text types of professional communication and the associated language guidelines
- recognise the characteristics of scientific text
- recognise information needs, search and locate information that is relevant to their studies and professional development, and use and appraise information in a critical and ethical manner.

Contents:

The course focuses on the factors of communication, group communication and students' personal communication competencies. In addition, the contents include professional communication, research communication, identification of information needs, and the basics of information retrieval and management.

## **INTRODUCTION TO CULTURAL MANAGEMENT 25 ECTS credits**

The module consists of the following courses:

- Basics of cultural production 10 ECTS credits
- Legislation and ethics 5 ECTS credits
- Practical training 1: Producer work 10 ECTS credits

Upon successful completion of the module, students will be able to demonstrate knowledge of the tasks and job description of cultural managers and the theoretical base of production work. Students are introduced to typical tasks and work environments of cultural managers. In addition, the module introduces students to legislation governing the work of cultural managers and are able to apply it in practice. Students will be able to demonstrate knowledge of the ethical principles of cultural management and understand the social and global responsibilities related to this line of work.

### **Basics of cultural production 10 ECTS credits**

Intended learning outcomes

Students will be able to:

- identify and compare a range of production types, areas of work and processes
- utilise and apply the theoretical knowledge base of cultural management
- identify and apply regulations that govern cultural productions and restrictions concerning regulated activities
- apply ethical and environmental principles in different types of productions
- evaluate the roles, tasks and professional characteristics of cultural managers and describe their personal qualities as cultural managers.

Contents:

- Cultural production environments
- content and technical production, production finance and management, permit procedures, safety and environmental management
- cultural manager's job description, professional ethics and value base
- planning, implementation and management of cultural and multi-sectoral productions.

### **Legislation and ethics 5 ECTS credits**

Intended learning outcomes

Students will be able to:

- demonstrate knowledge of the Contracts Act and other legislation governing contracts, and draw up agreements and contracts relating to cultural production
- demonstrate basic knowledge of IPR and copyright legislation and apply it in practice

- demonstrate knowledge of the Employment Contracts Act and understand the related statutory rights and responsibilities
- search for current legislation and analyse public discourse related to the legal aspects of their chosen field
- demonstrate basic knowledge of legislation governing private individuals operating in the culture sector.

Contents:

- key legislation governing culture management
- contracts and negotiations.
- public discourse relating to legislation and the legal practices of the culture sector
- the ethics of cultural management.

### Practical training 1: Producer work 10 ECTS credits

Intended learning outcomes

Students will be able to:

- develop their professional identities
- network with operators and stakeholders in the cultural sector.

Contents:

The studies consist of level 1 practical training. Students attend practical training in a real-world workplace and report on it according to the instructions provided in the practical training handbook. The practical training period includes documentation, introduction to the activities of the workplace, practical training according to the objectives set out in the practical training plan, the practical training report, and self-assessment.

## **CULTURE AND PRODUCTIONAL ENVIRONMENT 30 ECTS credits**

The module consists of the following courses:

- Digital work environments 5 ECTS credits
- Culture and the arts 10 ECTS credits
- Cultural policy 5 ECTS credits
- Practical training 2: Multi-sectoral work environments 10 ECTS credits

Upon successful completion of the module, students will be able to discuss the role and status of culture and the arts. Students will be able to work in multi-sectoral and digital environments. Students will be able to demonstrate knowledge of the structures and operating models of the arts and culture field and apply their knowledge in practice. Students will be able to recognise the social purpose of cultural policy as a governing instrument. Students will be able to demonstrate knowledge of the backgrounds and interpretations of public discourse related to the field and advocate to influence cultural policy.

### Digital work environments 5 ECTS credits

Intended learning outcomes

Students will be able to:

- demonstrate knowledge of the digital environments of the field and their possibilities
- demonstrate knowledge of the basics of digital and concept production
- plan digital productions.

Contents:

- Planning and implementation methods for digital production.

### Culture and the arts 10 ECTS credits

Intended learning outcomes

Students will be able to:

- analyse, interpret and explain the operating fields of arts and culture
- demonstrate understanding of artistic work and cultural activity from the production perspective and apply their knowledge in practice
- participate in discourse relating to these fields and present arguments using professional terminology
- recognise the diversity of the arts and assess the prerequisites of different art forms.

Contents:

- the structures of the arts and culture sector, artistic content
- analysis of field-specific information, argumentation and writing.

### Cultural policy 5 ECTS credits

Intended learning outcomes

Students will be able to:

- demonstrate knowledge of the operating principles of cultural management
- demonstrate knowledge of the institutions of the culture sector and the relevant legislation
- influence cultural policy in governmental and decision-making contexts
- organise citizen engagement in cultural policy.

Contents:

- cultural governance
- international, national and regional culture and arts policy.

### Practical training 2: Multi-sectoral work environments 10 ECTS credits

Intended learning outcomes

Students will be able to:

- demonstrate knowledge of the possibilities of cultural management in various operating environments and sectors
- organise multi-sectoral and multidisciplinary productions
- develop cultural services
- identify possibilities for arts-based work in different fields
- identify the wellbeing effects of arts and culture.

Contents:

The studies consist of level 1 practical training. Students attend practical training in a real-world workplace and report on it according to the instructions provided in the practical training handbook. The covered topics include tools for multicultural work and production and the methods and forms of applied arts-based practice.

## COMMUNICATION SKILLS FOR PRODUCERS 10 ECTS credits

The module consists of the following courses:

- Media skills (5 ECTS credits)
- Communication competence 5 ECTS credits \*

Upon successful completion of this module, students will understand communication as a broad-based professional tool. Students will be able to apply their communication skills, taking into account the requirements and possibilities of different communication channels, cultures and partners. Students will develop a range of skills in different areas of communication from public relations to social media campaigning.

### Media skills (5 ECTS credits)

Intended learning outcomes

Students will be able to:

- demonstrate knowledge of the communication requirements and media forms relevant to their chosen field
- utilise a range of digital communication channels
- draw up guidelines for communication materials production
- draw up communication materials.

Contents:

- basics of image processing and desktop publishing
- digital communication channels and software.

### Communication competence 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- demonstrate a good command of the key concepts and basics of communication
- demonstrate knowledge of factors that influence communication and different types of communication situations
- identify and work in different types of communication situations and cultures
- demonstrate developed communication competence in various communication settings
- identify, use and develop content and different forms and channels of communication.

Contents:

- communication processes in the world of work, drawing up communication plans for working partners
- media content production.

The course is common to the Community Educator, Interpreter and Cultural Management programmes.

## **BASICS OF ECONOMICS AND FINANCE 15 ECTS credits**

The module consists of the following courses:

- Financial planning and management 5 ECTS credits \*
- Cultural funding 5 ECTS credits
- Operational and financial planning 5 ECTS credits

Upon successful completion of the module, students will understand the role of the creative economy in cultural management. Students will be able to identify and use revenue and funding opportunities. Students will be able to plan and implement funding solutions for products and services. Students will be able to demonstrate a command of financial management and monitoring in the culture sector and the applicable guidelines.

### Financial planning and management 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- demonstrate a command of financial planning, budgeting and monitoring
- demonstrate knowledge of basic accounting principles and taxation and read financial statements
- demonstrate a command of the basics of HR planning and payroll

- analyse financial indicators.

Contents:

- accounting, financial planning and budgeting
- payments and other financial management processes
- taxation.

The course is common to the Community Educator and Cultural Management programmes.

### Cultural funding 5 ECTS credits

Intended learning outcomes

Students will be able to:

- demonstrate an understanding of the mechanisms of macroeconomics and interpret the associated indicators
- demonstrate knowledge of funding sources and apply them
- demonstrate knowledge of funding mechanisms and apply them
- demonstrate knowledge of key concepts relating to creative industries and their regional, national and international meanings
- demonstrate knowledge of sponsorship and corporate partnership practices and apply them.

Contents:

- crowdfunding, sponsorships and corporate partnerships
- regional, national and international public funding, and private not-for-profit funding from the cultural management perspective.

### Operational and financial planning 5 ECTS credits

Intended learning outcomes

Students will be able to:

- demonstrate knowledge of the principles of operational planning and funding
- apply their financial skills by using various forms of finance
- implement funding for a chosen project, production or organisation
- assess investment and working capital requirements.

Contents:

- financial planning and fund-raising, operational and finance plans.

## **INTRODUCTION TO BUSINESS MANAGEMENT 20 ECTS credits**

The module consists of the following courses:

- Marketing 5 ECTS credits
- Product development and productisation 5 ECTS credits
- Entrepreneurship 5 ECTS credits \*
- Basics of business management 5 ECTS credits \*

Upon successful completion of this module, students will be able to plan, develop and create different types of marketing measures by using a range of channels to reach the intended target audiences. In addition, students will be able to identify marketing needs of product and service concepts, and identify different types of customer interfaces and suitable sales and service solutions. Students will develop a basic understanding of business management and revenue models relating to commercial activity in their chosen field and develop entrepreneurial skills.

### Marketing 5 ECTS credits

Intended learning outcomes

Students will be able to:

- identify and use different forms of marketing
- identify the characteristics, purpose, possibilities and methods of marketing specific to their chosen field
- draw up marketing plans and budgets
- plan and implement marketing campaigns.

Contents:

- basics of marketing, customer benefit and target groups, marketing channels, plans and budgets
- international marketing.

### Product development and productisation 5 ECTS credits

Intended learning outcomes

Students will be able to:

- demonstrate knowledge of the basic concepts, stages and work methods of a customer-focused product development process
- use creative problem-solving in the development of new products
- demonstrate an understanding of the role of product development and productisation in commercial activities
- demonstrate an understanding of the basic principles and practices of service design and productisation.

Contents:

- product development and productisation processes and their management
- product or service design and productisation.

### Entrepreneurship 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- demonstrate an understanding of entrepreneurship as a possible career option or as an aspect of employment
- demonstrate knowledge of entrepreneurial opportunities in their chosen field
- productise, promote and sell their skills as well as services and products relevant to the field
- coherently express ideas and inspire and engage other people in creating value-added activities.

Contents:

Students are introduced to the concept of entrepreneurial thinking in a changing world of work and their chosen field.

The course is common to the Community Educator, Interpreter and Cultural Management programmes.

### Basics of business management 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- choose an appropriate business type and revenue logic for themselves and their business ideas
- draw up a realistic business plan
- start and manage a business.



**Contents:**

Students are introduced to starting a business and topics of day-to-day business management.

The course is a common module of the Community Educator, Interpreter and Cultural Management programmes.

**INNOVATION AND DESIGN COMPETENCE 20 ECTS credits**

The module consists of the following courses:

- Innovation 5 ECTS credits \*
- Innovation practices 5 ECTS credits
- Management and workplace community skills 5 ECTS credits \*
- Strategic planning 5 ECTS credits

Upon successful completion of this module, students will understand the role of innovations in their chosen field. Students will have a command of production management and strategic planning as part of the production process. Students will be able to build and manage professional networks.

**Innovation 5 ECTS credits \*****Intended learning outcomes**

Students will be able to:

- demonstrate an understanding of the social role of innovations
- plan and create processes and environments that promote innovation
- demonstrate and promote creative problem-solving
- develop new forms of participation and creative co-development spaces and methods
- ideate, facilitate and evaluate experimental or practice-based innovations.

**Contents:**

- innovation and innovativeness in operation development, creative work methods.

The course is common to the Community Educator and Cultural Manager programmes.

**Innovation practices 5 ECTS credits****Intended learning outcomes**

Students will be able to:

- plan and implement multi-sectoral innovative projects
- search for customer-focused, sustainable and financially viable solutions
- develop the creativity and performance of teams.

**Contents:**

- collective and multi-sectoral creativity, teamwork.

**Management and workplace community skills 5 ECTS credits \*****Intended learning outcomes**

Students will be able to:

- identify some of the practices of HR resource and competence management
- evaluate the principles of ethical management and good governance
- identify the requirements of managerial work and the role of management in a community's activities
- recognise factors that can promote or hinder a community's activity and wellbeing
- diversely evaluate and develop their management and workplace community skills.

Contents:

- people and HR management, work supervision and management.

The course is common to the Community Educator and Cultural Manager programmes.

### Strategic planning 5 ECTS credits

Intended learning outcomes

Students will be able to:

- demonstrate knowledge of the basics of strategic planning
- identify and use a range of foresight methods
- anticipate changes needed in organisations, draw up and implement operational change plans.

Contents:

- the tools and stages of strategic planning
- strategy formulation.

## ADVANCED PROFESSIONAL STUDIES 50 ECTS credits

### Advanced studies 30 ECTS credits

The module consists of the following courses:

- Practical training 3: Productions and development projects 10 ECTS credits
- Practical training 4: Economics and finance 10 ECTS credits
- Practical training 5: Communications and marketing 10 ECTS credits

Upon successful completion of this module, students will have a command of project work and tools appropriate for their chosen field. Students adopt a development-oriented work approach with an ability to anticipate future development challenges. Students will be able to productise and conceptualise products and services needed in the field. Students will be able to identify, analyse and anticipate development needs with an inquiry-based and development-oriented approach.

### Practical training 3: Productions and development projects 10 ECTS credits

Intended learning outcomes

Students will be able to:

- organise productions and development projects or their components
- plan and implement development activities
- demonstrate developed competencies in a chosen area of the production process
- develop sectoral and professional practices
- build their professional networks
- review and develop their career plans and professional identities.

Contents:

The studies consist of level 2 practical training. Students attend practical training in Finland or abroad and report on it according to the instructions provided in the practical training handbook. The period includes the planning, implementation and assessment of a production or development project for an organisation or community in the student's chosen area of the production process.

### Practical training 4: Economics and finance 10 ECTS credits

Intended learning outcomes

Students will be able to:

- identify an organisation's mission, key performance areas, clients, users and customer groups
- demonstrate knowledge of an organisation's financial planning, monitoring and reporting processes
- apply their knowledge of an organisation's operating environment and market position for business development purposes
- identify an organisation's funding structure and transaction procedures.

Contents:

The studies consist of level 2 practical training. Students attend practical training in Finland or abroad and report on it according to the instructions provided in the practical training handbook. The period includes the analysis, planning, implementation and assessment of the economics, revenue logic, funding or strategy of an organisation or another community or its products and services.

### Practical training 5: Communications and marketing 10 ECTS credits

Intended learning outcomes

Students will be able to:

- identify and assess an organisation's communication and marketing needs and target groups
- plan and implement communications and marketing economically and efficiently and identify the intended target groups
- use a range of communication and marketing channels, tools and technologies.

Contents:

The studies consist of level 2 practical training. Students attend practical training in Finland or abroad and report on it according to the instructions provided in the practical training handbook. The period includes the planning, implementation and assessment of communications and marketing for an organisation or another community or its products and services.

## **SPECIALISATION STUDIES 20 ECTS credits**

Each student will choose one of the following specialisations. All of them include development-oriented practical training:

- Business management 20 ECTS credits (incl. Practical training 6)
- Digital productions 20 ECTS credits (incl. Practical training 6)
- Multi-sectoral events productions 20 ECTS credits (incl. Practical training 6)

Upon completion of specialisation studies, students will be able to assess an organisation's operations in practice, identify development needs and develop activities by using appropriate methods. Students become development-orientated producers who are able to anticipate future development needs and identify practical solutions. Students will be able to identify, analyse and anticipate development needs with an inquiry-based and development-oriented approach.

### Business management 20 ECTS credits (incl. Practical training 6)

Intended learning outcomes

Students will be able to:

- work as entrepreneurs and employees and utilise industry networks
- identify and develop cooperation opportunities with operators across different sectors
- utilise crowdsourcing and participation opportunities for business development purposes
- develop, productise, commercialise and sell products and services relating to their chosen field
- model, create and implement cooperation in multidisciplinary, multi-sectoral and international networks.

### Digital productions 20 ECTS credits (incl. Practical training 6)

Intended learning outcomes

Students will be able to:

- identify and assess digital opportunities in cultural productions
- demonstrate a command of the tools and methods of digital production
- analyse, plan and implement digital productions in their chosen operating environment
- analyse, assess and develop effective work approaches for various network environments.

### Multi-sectoral events productions 20 ECTS credits (incl. Practical training 6)

Intended learning outcomes

Students will be able to:

- identify and assess methods, practices and characteristics of different production types
- analyse and develop the activities, management or administration of a chosen organisation
- analyse and develop production quality in terms of content, finances, innovation, accessibility, inclusion and sustainability
- assess their own development and leadership practice.

Common contents:

#### **Content (1/2) 10 ECTS credits**

The course includes literature reviews, seminars, a preliminary assignment, a development or operational plan/model and an assessment of its possible further development into a bachelor's thesis (final project). In addition, the course includes presentation of the development assignment and commenting on other students' assignments.

#### **Content (2/2) 10 ECTS credits**

The course consists of level 3 development-oriented practical training. Students complete the course as a project or practical training in Finland or abroad and report on it according to the instructions provided in the practical training handbook. The work includes self-assessment of development skills.

## STUDIES IN APPLIED RESEARCH AND DEVELOPMENT 30 ECTS credits

The module consists of the following courses:

- Development methods 5 ECTS credits \*
- Research-based development 5 ECTS credits \*
- Development practices 5 ECTS credits \*
- Bachelor's thesis (final project) 15 ECTS credits \*

Studies in applied research and development introduce students to the use of research and development methods in professional practice. Students will be able to recognise development needs in work practices and operational structures and find and justify solutions. Students will learn the ethical principles of research and development and develop an understanding of the importance of critical and diverse knowledge in development work. Students will be able to apply community-based approaches in the organisation and management of development processes. In addition, the module prepares students to manage the thesis process and introduces them to methods used in thesis writing.

The studies in applied research and development module has a work-based learning approach. The thesis project can also be integrated with other advanced studies. The courses are delivered using methods that support collaborative learning, including during the thesis process.

### Development methods 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- identify development needs in practices and draw up development plans
- apply methods of collaborative development
- plan and implement surveys, interviews or observations and analyse data at the basic level
- plan and implement small-scale assessments
- appraise sources and carry out development activities in an ethically sustainable manner.

Contents:

The course introduces students to research and development methods and their practical applications. In addition, students learn about the role of research ethics and source criticism in research and development.

### Research-based development 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- identify development needs in operating structures and design a development process
- justify the role of development in their professional practice and chosen field
- apply methods and approaches of research-based development
- evaluate outcomes and explain the importance of outcomes assessment
- report the stages and outcomes of development activities in a clear manner.

Contents:

Advanced methodology competence and development process management are at the core of this course. Students develop advanced competence by progressing from practice development to structural development.

### Development practices 5 ECTS credits \*

Intended learning outcomes

Students will be able to:

- justify the relevance of inclusion in community-based development and implement community-based development processes
- use a range of information sources to build a development knowledge base
- competently explain their views and the outcomes of development activity
- produce coherent professional text
- give and receive constructive feedback and self-evaluate their practice.

Contents:

Students will be able to apply participatory approaches in a development process. Students will advance their methodology competence and be able to work in a collaborative manner. In addition, students will be able to competently present arguments and clearly express their views both in writing and orally.

The course is implemented with a workplace-oriented approach and can be linked with a bachelor's thesis/final project (individual or group project).

### Bachelor's thesis (final project) 15 ECTS credits \*

Intended learning outcomes

Students will be able to:

- develop work practices in a concrete manner
- apply a future-oriented and development-oriented work approach
- apply development methods in their professional practice
- use domestic and international sources of information
- produce coherent professional text
- apply the results of development-oriented work in their professional practice.

Contents:

Detailed instructions about the contents, implementation and assessment of the thesis module is provided in the thesis guide.

## **OPTIONAL STUDIES 15 ECTS credits**

Students choose studies to strengthen their professional profile or expand it with new perspectives. Optional studies can include studies from other course offerings of Humak. They can also include studies from the course offerings of other higher education institutions, summer courses or studies taken abroad as applicable.

Programme-specific optional studies will be offered on a yearly basis based on a separate decision.