



HUMANISTINEN  
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**Degree programme in Cultural  
Management**

**SYLLABUS**

**2013–2018**

HUMAK UNIVERSITY OF APPLIED SCIENCES

Bachelor of Culture and Arts, Cultural Manager

Degree Programme in Cultural Management

240 ECTS / 4 years

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## OBJECTIVES OF THE DEGREE PROGRAMME

The Degree Programme in Cultural Management trains professionals in the arts and finances. The programme provides the students with the ability to develop their field both nationally and internationally, and enable them to participate in multidisciplinary cooperation to promote arts and culture. In addition to management skills, the training emphasizes social influencing, internationalization, and the development of the necessary skills for working life.

The professional competence of cultural managers is based on their knowledge of the cultural operating environment and skills in production process management and business operations. In addition to knowledge in culture and the arts, the central contents of the programme include production planning, project activities and management, economics and finance, entrepreneurship, communications, and marketing. The Degree Programme in Cultural Management prepares students for working in national and international environments. Cultural managers work in organizations, companies and cultural administration, for example as event producers, operative directors, project managers, cultural secretaries, and managers.

The strong link between the studies and business life facilitates continuous development of the students' professional skills throughout their studies. Each student can plan their professional skills so as to best reflect their own personality and interests, and to enable them to act in expert positions in tasks that require understanding of culture and the arts, caring, and other prerequisites for a successful career in arts and culture. Implementing the studies as part of Humak's business life-oriented research, development, and innovation operations prepares students for assessing and developing operating models in the cultural sector.

Table 1. Competences of the Degree Programme in Cultural Management (Bachelor of Culture and Arts, Cultural Manager)

Competences	Description of the specialization field
Knowledge of the cultural operational environment	<p>The student:</p> <ul style="list-style-type: none"> <li>• is familiar with the topical trends in culture and various arts and their historical background;</li> <li>• can recognize and analyse cultural phenomena and their relation to them;</li> <li>• understands the professional field of the cultural sector, and is able to follow it in the media, research, and topical discussions;</li> <li>• is familiar with the structure of cultural administration and politics and is able to operate in them;</li> <li>• understands practices in the public, tertiary, business, and entrepreneur sectors, as well as the key developing trends in those sectors;</li> <li>• can analyse and develop their professional identity as a cultural manager.</li> </ul>
Business skills relating to cultural production	<p>The student</p> <ul style="list-style-type: none"> <li>• is competent in financial planning, budgeting, and financial monitoring of their own field, and is familiar with the applicable legislation;</li> <li>• is competent in the financial planning and implementation of a cultural product;</li> </ul>

	<ul style="list-style-type: none"> <li>• knows the basics of marketing and communications from the perspective of cultural production;</li> <li>• is familiar with profitable commercialization processes in the creative industry.</li> </ul>
Management of the cultural production process	<p>The student</p> <ul style="list-style-type: none"> <li>• can create multidisciplinary operator networks, and can organize and manage production processes in the cultural sector;</li> <li>• knows the phases of project planning and implementation and principles of organization in the cultural sector;</li> <li>• knows the juridical basics of cultural production and is able to apply them to production tasks;</li> <li>• possesses the communication and media skills required for success in the field;</li> <li>• is familiar with the basics of presentation technique, production technology, and media technology and is able to apply them to production tasks;</li> <li>• knows how to study and develop the various phases of the production process.</li> </ul>

## CONTENT AND STRUCTURE OF STUDIES

This new syllabus of the Degree Programme in Cultural Management will be followed in the teaching of new students for the academic year 2013-2014.

The first year studies will start with common multidisciplinary studies. The students will receive the pedagogic skills necessary for their studies and understand the significance of self-regulation and their own responsibility for the promotion of their studies and professional growth. In addition to their studies, students are introduced to the sector they are preparing to work in. Students reflect on their own professional competences and prepare career plans. The first year professional studies focus on the basics of working as a cultural manager and the cultural management process, and on related practices during the first practical training.

In the second year, students continue to expand and develop their professional knowhow. The aim of the studies is to strengthen students' knowledge of the cultural operating environment, ability to manage the cultural management process, and in particular the business skills required for cultural management.

Third and fourth year studies are conducted mainly in the actual working environment, and as part of Humak's RDI centre operations. In the third year, students focus on their professional specialization studies. In the advanced specialization studies, students deepen their knowledge of cultural contents production and cultural production practices, and improve their business skills. They become acquainted with the basics of innovation operations and practical implementation in the cultural production sector. Also in the third year, students start working life development studies.

In the fourth and final year, students deepen their competences in their chosen special field, which can be Culture as a business, Event production development, or Cultural manager as a social operator. In this year students also focus on the thesis.

Table 2. Structure of the Degree Programme in Cultural Management.

<b>WORKING LIFE DEVELOPMENT STUDIES, 30 ECTS</b>			
Methods of development work 1, 5 ECTS	Methods of development work 2, 10 ECTS	Thesis, 15 ECTS	
<b>OPTIONAL STUDIES, 20 ECTS</b>			
<b>PROFESSIONAL SPECIALIZATION STUDIES, 70 ECTS</b>			
<b>Specialization option, 20 ECTS</b>			
Culture as a business, 20 ECTS	Event production development, 20 ECTS	Cultural manager as a social operator, 20 ECTS	
<b>Advanced specialization studies, 50 ECTS</b>			
Advanced course on cultural content production, 10 ECTS	Advanced course on cultural production practices, 10 ECTS	Advanced course on business skills, 10 ECTS	
Basics of innovation operations, 5 ECTS	Practices on innovation operations, 10 ECTS	Management, 5 ECTS	
<b>PROFESSIONAL STUDIES IN CULTURAL MANAGEMENT, 105 ECTS</b>			
<b>Business skills relating to cultural management, 30 ECTS</b>			
Marketing, 5 ECTS	Planning of operations and financing, 5 ECTS	Economic operational mechanisms, 5 ECTS	
Economic planning, 5 ECTS	Commercialization, 5 ECTS	Entrepreneurship, 5 ECTS	
<b>Management of the cultural production process, 40 ECTS</b>			
Media skills, 5 ECTS	Project operations, 5 ECTS	Communication skills, 5 ECTS	
Basics of cultural management, 5 ECTS	Basics of operating as a cultural manager, 5 ECTS	Applied use of the arts, 5 ECTS	Practices of cultural production, 10 ECTS
<b>Knowledge of the cultural operational environment, 35 ECTS</b>			
Cultural policy, 5 ECTS	Knowledge of the arts, 5 ECTS	Introduction to an art form, 5 ECTS	Legal studies for cultural management, 5

			ECTS
Basics of civic activities, 5 ECTS		Language studies, 10 ECTS	
<b>COMMON MULTIDICPLINARY STUDIES, 15 ECTS</b>			
Becoming a professional and the professional growth process, 5 ECTS	Acting in society and working life, 5 ECTS	Finnish language and communication, 5 ECTS	

Table 3. Four year academic plan based on the syllabus.

Fourth year	
<ul style="list-style-type: none"> <li>• Optional studies, 20 ECTS</li> <li>• Thesis, 15 ECTS</li> </ul> Specialization option, 20 ECTS	
Third year	
<ul style="list-style-type: none"> <li>• Advanced specialization: <ul style="list-style-type: none"> <li>○ cultural contents production, 10 ECTS</li> <li>○ cultural management practices, 10 ECTS</li> <li>○ business skills, 10 ECTS</li> </ul> </li> <li>• Basics and practices of innovation activities, 5 ECTS + 10 ECTS</li> <li>• Leadership, 5 ECTS</li> </ul> Methods of development work 1 & 2, 5 ECTS + 10 ECTS	
Second year	
<ul style="list-style-type: none"> <li>• Language studies: English, 5 ECTS</li> <li>• Cultural policy, 5 ECTS</li> <li>• Legal studies for cultural management, 5 ECTS</li> <li>• Applied use of the arts, 5 ECTS</li> <li>• Project operations, 5 ECTS</li> <li>• Marketing, 5 ECTS</li> </ul>	<ul style="list-style-type: none"> <li>• Commercialization, 5 ECTS</li> <li>• Media skills, 5 ECTS</li> <li>• Economic operational mechanisms, 5 ECTS</li> <li>• Economic planning, 5 ECTS</li> <li>• Planning of operations and financing, 5 ECTS</li> <li>• Entrepreneurship, 5 ECTS</li> </ul>
First year	
<ul style="list-style-type: none"> <li>• Becoming a professional and the professional growth process, 5 ECTS</li> <li>• Acting in society and working life, 5 ECTS</li> <li>• Language studies: Swedish, 5 ECTS</li> <li>• Finnish language and communication, 5</li> </ul>	<ul style="list-style-type: none"> <li>• Basics of operating as a cultural manager, 5 ECTS</li> <li>• Basics of cultural production, 5 ECTS</li> <li>• Cultural management practices, 10 ECTS</li> </ul>

<p>ECTS</p> <ul style="list-style-type: none"> <li>Basics of civic activities, 5 ECTS</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the arts, 5 ECTS</li> <li>Introduction to an art form, 5 ECTS</li> <li>Communication skills, 5 ECTS</li> </ul>
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## GENERAL DESCRIPTION OF THE STUDIES

### Common multidisciplinary studies

The objective of the common multidisciplinary studies is to provide students with the skills needed to study at the University of Applied Sciences; to prepare, implement, and maintain a personal career plan; and to assess their own learning. During the studies the students will also become acquainted with Humak's pedagogic principles, practices, and conceptions of learning, and understand the significance of self-motivation and assuming responsibility for their own studies. Students will learn to use information and communication technologies relating to their studies and open learning environments. The students understand the ethical principles and practices relating to study and are familiar with the opportunities that are open to them in Humak. Students also develop their spoken, written, and group communication skills.

### Professional studies of cultural managers

During the common professional studies, the students will acquire the knowledge and skills needed by cultural managers. The common professional studies consist of three study modules:

- Knowledge of the cultural operational environment
- Management of the cultural production process
- Business skills relating to cultural production

Knowledge of the cultural operational environment study module consists of five study units: Cultural policy, Knowledge of the Arts, Introduction to an art form, Legal studies for cultural management, and the basics of civic activities. In the Language Studies study units, students will achieve the level of language proficiency regulated in the Government Decree on Polytechnics.

Management of the cultural production process study unit includes the following subunits: Basics of cultural management, Basics of working as a cultural manager, Practices of cultural management, Media skills, Project operations, Applied use of the arts, and Communication skills.



The business skills relating to cultural management study unit includes the following subunits:

Marketing, Economic operational mechanisms, Economic planning, Planning of operations and financing, Commercialization, and Entrepreneurship.

### **Professional specialization studies**

During the professional specialization studies, students develop their professional competences. In the advanced specialization studies, students deepen their knowledge of cultural contents production and cultural production practices and improve their business skills.

The specialization option study unit allows students to develop their skills in their chosen specialist field. The options are:

- Culture as a business
- Event production development
- Cultural manager as a social operator

During the professional specialization studies, students also become acquainted with the basics and practices of working life innovation operations and develop their management skills.

### **Working life development studies**

Working life development studies consist of the thesis and study units that support the thesis: Methods of development work 1 & 2. During working life development studies students learn to apply the methods of development work, and become acquainted with the future outlook of the field. The study module helps students develop their competences, progressing gradually from achieving to assessment and development.

### **Optional studies**

Through their optional studies, students can expand their professional specialization or acquire new perspectives on their professional knowhow. The students can include common professional studies, professional specialization studies, or any other courses offered by Humak in their optional studies. Courses offered by other universities of applied sciences or the virtual university of applied sciences, or foreign studies can be included in the optional studies to the extent applicable. Optional studies may consist of individual modules of, 10 ECTS or less.

## **INTERNATIONALIZATION STUDIES**

The compulsory studies of the cultural management degree programme include studies in an international learning environment. The scope of the studies is 30 ECTS or more, and they must be completed within the timespan of the degree programme. For mature students, the scope of the studies is, 10 ECTS.

Studies completed in an international learning environment are integrated with the rest of Humak's course offerings.

Learning objectives

The aim of the studies is to support the students in stepping into the internationalizing field and to train them to work in the international operating environment. The setting of goals follow the recommendations given by the ECTS project on 19 April 2006 on international competences of University of Applied Sciences graduates, based on which the graduates:

- understand cultural differences and are able to cooperate with persons from various cultural backgrounds;
- are able to make use of international information sources in their own professional field; and
- understand the impacts of and opportunities offered by internationalization in their own field.

#### Implementation methods

The students can complete international studies either abroad or in Finland. Foreign studies are completed in partner universities of applied sciences of Humak's cooperation network as exchange studies, practical training, or by some other means (e.g. projects, seminars, courses, and introductory visits). The studies must be part of the students' degree.

International studies completed in Finland can consist of individual modules of 1-30 ECTS. Of these, 10 ECTS or more must be acquired through practical training or project work in an international, multicultural, or similar organization.

The rest of the international studies completed in Finland can relate to:

- studies offered by Humak and other universities of applied sciences in English;
- cooperation projects with exchange students;
- teaching by international guest lecturers;
- international seminars organized in Finland;
- multimodal teaching that supports internationalization; and
- study modules that support internationalization and are included in other teaching (e.g. study units on multiculturalism, international cultural production, and cultural export included in advanced specialization studies).

International studies completed in Finland must always be agreed upon in advance with the lecturer responsible for the student's studies. This also ensures that the learning objectives of the studies are met.

## COMMON MULTIDISCIPLINARY STUDIES, 15 ECTS

### **Becoming a professional and the professional growth process, 5 ECTS**

Becoming a professional and the professional growth process (1/2), 4 ECTS

#### Objectives

The student:

- is familiar with Humak's general pedagogic principles and practices and conceptions of learning
- understands the significance of self-regulation and assuming responsibility for their studies
- can use information and communication technology relating to their studies and open learning environments\* (including digital literacy and HumakPro)

- can evaluate their own learning and professional development.

#### Contents:

- study skills and self-development (including accessibility at Humak, forms of support relating to study difficulties, adaptation or customization where needed)
- studying in Humak's learning environments: Humak pedagogy and training as part of the study process, basics of RDI operations, conception of learning, study practices, and the aims of integrative learning
- the use of information and communication technology tools and open learning environments at Humak
- self-management, self-regulation, responsibility for one's own studies, and problem-solving skills.

#### Becoming a professional and the professional growth process (2/2), 1 ECTS

##### Objectives

##### The student:

- learns to plan and evaluate their own developing competences and professional development throughout their studies
- learns to prepare their own career plan and make their skills visible and assess them (including CV and work application).

#### Contents:

- advanced study skills
- development discussions and goal-oriented self-development
- advanced self-management, self-regulation, responsibility for one's own studies, and problem-solving skills
- planning and evaluation of competences and professional growth.

#### **Acting in society and working life, 5 ECTS**

##### Objectives

##### The student:

- can use various influencing opportunities in Humak and the student community
- understands the significance of working in a manner that is sustainable in terms of professional ethics
- is familiar with the ethical principles relating to their studies and future profession, and can identify and resolve ethical problems
- appreciates the diversity of working and operating environments (e.g. entrepreneurship and related operating culture)
- is familiar with the decision-making and service structures, and systems of influence in Finnish society
- understands the significance of human rights, promotion of equality, taking responsibility, and the principles of sustainable development, and can apply these principles
- understands the role and significance of networks in learning and in a professional context.

#### Contents:

- ethics in professional operations (ethical instructions, social ethics in Humak)

- opportunities for influencing developments within Humak (including Humak's quality work group, students' wellbeing work group)
- diversity of work environments
- social decision-making, service, and systems of influence
- human rights, taking responsibility, and principles of sustainable development
- professional and learning networks.

## **Finnish language and communication, 5 ECTS**

### Oral communication, 1 ECTS

#### Objectives

#### The student:

- can act effectively in various communication situations in working life
- knows their strengths as a communicator and learns to develop their skills
- can create and maintain interaction in communication situations
- can receive and provide constructive feedback
- is familiar with and skilled in the use of specialised methods of effective communication.

#### Contents:

- communicator image and development of communication competence
- management of stage fright
- interaction in communication situations (listening and making observations)
- receiving and providing constructive feedback
- argumentation and influence
- illustration skills (silent communication, verbal illustration, content building, illustration tools)

### Written communication, 2 ECTS

#### Objectives

#### The student:

- can produce texts in the genres needed in university of applied sciences studies
- is familiar with the special characteristics of scientific texts
- is familiar with and can produce the main documents needed in working life
- knows how to find literature that is central to the advancement of their studies and professional development, and is familiar with the forms and methods of information acquisition and usage.

#### Contents:

- the writing style used in the university of applied sciences
- factual writing
- correct language usage
- editing and proofreading
- main genres
- online communication and social media (including email, online etiquette, and blog writing)
- reference practices, features typical of scientific writing

- documents needed in working life (except for CVs and job applications)
- professional information acquisition (online course)

Group communication, 2 ECTS

Objectives

The student:

- recognizes various groups and group processes and can act effectively and confidently in various groups
- understands participation methods, roles, and structures in groups and can incorporate them in their own communications
- is familiar with goal-oriented group working and can act constructively in problem situations
- is familiar with negotiation strategies and conference practices and can apply them to their own work tasks.

Contents:

- various groups and their characteristics
- participation methods and roles in group communication situations
- group structures and group processes
- realizing the desired outcome in group operations (learning multidisciplinary cooperation, emergency communication)
- problem solving and decision-making skills
- basics of conference and negotiation skills

## PROFESSIONAL STUDIES IN CULTURAL MANAGEMENT, 105 ECTS

### Knowledge of the cultural operational environment, 35 ECTS

#### Language studies, 10 ECTS

English-language studies consist of the following study units:

Professional English, 2 ECTS

Advanced professional English, 3 ECTS

The prerequisite for the course is the ability to communicate in English in everyday situations in writing and orally and a working knowledge of the core structures of the language (corresponding to the skill level B2 of the Common European Framework of Reference for Languages).

The objectives and content descriptions are the same for both study units.

Objectives

The student:

- can use the vocabulary of their own field, both orally and in writing
- can communicate in multiprofessional working communities in English both orally and in writing
- can act effectively and confidently in various international professional situations in English

- can act effectively and confidently in English in various interview and instructional settings
- can apply for work in English, and can introduce their operating environment and work tasks in English
- knows how to acquire information from various English-language sources in their own field
- understands the difference between fact-based and spoken styles, and uses each appropriately.

#### Contents:

- written and oral communication in various interaction situations (e.g. reporting, negotiations, telephone discussions, emails, and job-seeking)
- various instructional, interview, and advising situations
- acquisition and utilization of information in one's own field to maintain one's professional skills

Swedish language studies consist of the following study units:

Professional Swedish, 2 ECTS

Advanced professional Swedish, 3 ECTS

The prerequisite for the course is the ability to communicate in Swedish in everyday situations in writing and orally and a working knowledge of the core structures of the language (corresponding to the skill level B1 of the Common European Framework of Reference for Languages). (Students who have received their general education outside Finland can study Finnish instead of Swedish.)

The objectives and content descriptions are the same for both study units.

#### Objectives

The student:

- can use the vocabulary of their own field, both orally and in writing
- can communicate in multiprofessional working communities in Swedish both orally and in writing
- can act effectively and confidently in various international professional situations in Swedish
- can act effectively and confidently in Swedish in various interview and instructional situations
- can apply for work in Swedish, and can introduce their operating environment and work tasks in Swedish
- knows how to acquire information in their own field from various Swedish-language sources
- understands the difference between fact-based and spoken styles, and uses each appropriately.

#### Contents:

- written and oral communication in various interaction situations (e.g. reporting, negotiations, telephone discussions, emails, and job-seeking)
- various instructional, interview, and advising situations
- acquisition and utilization of information in one's own field to maintain one's professional skills

## **Cultural policy, 5 ECTS**

### Objectives

The student:

- understands the basics of administration
- is familiar with cultural management institutions and the legislation governing their operations
- can apply their knowledge of administration and decision-making systems in cultural work
- can participate effectively in cultural policy discussion.

Contents:

- national cultural and arts policy
- municipal cultural policy
- cultural policy in the EU and the Nordic countries
- cultural administration
- political decision-making systems
- legislation in the administration and culture sector

## **Legal studies for cultural management, 5 ECTS**

### Objectives

The student:

- is familiar with the Contracts Act and other legislation applied to contracts, and is able to prepare contracts relating to cultural management
- is familiar with the basics of legislation governing immaterial rights and copyright and is able to apply them in their work
- is familiar with the Employment Contracts Act and the related rights and liabilities
- can use specialist services, and assess their need in any given situation.

Contents:

- basics of legislation and central terminology
- utilization of legal information in the work of a cultural manager
- knowledge in legislation that is central to cultural management
- preparing and negotiating contracts
- knowledge in employment relationships and assignments.

## **Knowledge of the arts, 5 ECTS**

### Objectives

The student:

- knows and is able to follow various trends and developments in the arts
- is familiar with the operating conditions for artistic work
- understands artistic work from the cultural management point of view
- is able to knowledgeably discuss art.

Contents:

- artist visits and attending performances in the arts sector
- an artist interview

- introductory visits to art institutions
- following art discussions in the various media
- writing about the arts in different genres

### **Introduction to an art form, 5 ECTS**

#### Objectives

The student:

- is familiar with the history and operating culture of the art form of their choice, and is able to analyse and write about it
- can follow the discussion about the art form of their choice actively
- can appropriately situate the art form of their choice in an international context
- is able to participate in art-theoretic discussions.

Contents:

- improving the skills needed in writing about and discussing art
- participating in art theoretic discussion
- the international art sector.

### **Basics of civic activities, 5 ECTS**

#### Objectives

The student:

- is familiar with social influencing and participation opportunities
- recognizes the special characteristics of the development of the civic society and NGO work
- can apply the skills of a cultural manager in civic activities and NGO work
- is familiar with the basics of NGO work, meeting technology, and legislation
- can act effectively and confidently in a multicultural working environment.

Contents:

- legislation governing civic activities
- formal and informal decision-making systems of society
- development and future of civic activities
- concrete means of influencing
- multicultural skills
- volunteer activities.

### **Management of the cultural production process, 40 ECTS**

#### **Media skills, 5 ECTS**

#### Objectives

The student:

- is familiar with the basics of graphic communication
- can use image editing and desktop publishing applications
- is familiar with the communication sector and its operating practices (press, electronic communication, print media, Internet, social media)
- can follow the media critically.



Contents:

- image editing and desktop publishing applications
- knowledge in the media
- interpreting the message conveyed by the media.

### **Project operations, 5 ECTS**

Objectives

The student:

- is familiar with the special characteristics of project operations and operating practices used in cultural management
- is able to plan, administer, and manage projects
- can master the skills and methods needed for effective team work.

Contents:

- planning, management, assessment, and reporting of projects
- teamwork

### **Communication skills, 5 ECTS**

Objectives

The student:

- knows the central concepts of communication
- can act effectively and confidently in various communication situations and cultures
- can interact with others in a confident and professional manner
- recognizes their own skills and strengths as a communicator

Contents:

- knowledge in the concepts of communication and the communication process (organizational communication, internal and external communication, emergency communication, communication between cultures)
- preparing a communication plan
- preparing a press release and news piece
- organizing a press conference and appearing in the media

### **Basics of cultural production, 5 ECTS**

Objectives

The student:

- recognizes the various phases and processes involved in various kinds of productions
- is familiar with the theoretical basis of the work of a cultural manager
- is familiar with the regulations applied to cultural productions and restrictions relating to operations subject to authorisation
- can take into account factors that affect the ethics and ecology of event production.

Contents:

- cultural productions: technical, financial, and content production and management
- various operating environments of culture productions
- cultural production processes and their management
- authorization practices
- safety and ecology of cultural productions

### **Basics of operating as a cultural manager, 5 ECTS**

#### Objectives

##### The student:

- is familiar with the various work descriptions of the cultural manager
- is familiar with the various work tasks of the cultural manager
- can make a preliminary assessment of themselves and of their work as a cultural manager

##### Contents:

- professional identity, professional ethics, and value base of a cultural manager
- managing own operations and wellbeing at work
- participating in the planning, implementation, and management of productions in the cultural sector
- introduction to cultural productions and cultural managers
- assembling a personal cultural manager portfolio

### **Applied use of the arts, 5 ECTS**

#### Objectives

##### The student:

- understands the wider significance of the arts to wellbeing
- is familiar with methods used in the applied arts
- can implement a cooperation project utilizing the means of applied arts.

##### Contents:

- introduction to central art concepts: wellbeing, empowerment, and accessibility
- introduction to the practical methods and forms of applied arts
- project-type cooperation with the target groups
- introducing project implementation and assessing own and a peer group's projects.

### **Cultural management practices, 10 ECTS**

#### Objectives

##### The student:

- learns about the work tasks and operating environment of their professional field through practical work
- gathers important construction material for the development of their personal professional identity
- establishes network connections with the operators and interest groups of their field
- can apply the information acquired during the Basics of cultural management and Basics of operating as a cultural manager courses.

##### Contents:

- practical training in a suitable workplace in Finland or abroad
- becoming part of a professional community
- managing one's own work
- technical, financial, and contextual skills in cultural management
- professional identity, ethics, and value base of a cultural manager
- preparing a report of the training, and presenting the report in a working life seminar.

## Business skills relating to cultural production, 30 ECTS

### Marketing, 5 ECTS

#### Objectives

The student:

- is familiar with the special characteristics of art and cultural marketing
- is familiar with the various marketing channels and is able to utilize them
- understands the significance and operating practices of marketing as part of the cultural manager's work
- can prepare a marketing plan and budget.

Contents:

- basics and operating methods of marketing
- knowledge of the marketing channels
- preparing a marketing plan and budget
- utilizing media in marketing
- international marketing
- preparing sponsoring packages.

### Planning of operations and financing, 5 ECTS

#### Objectives

The student:

- is familiar with the principles of planning and financing cultural operations
- can effectively apply their financing skills in practice
- can implement financing in the project, production, or organization of their choice.

Contents:

- financial planning and fundraising
- preparing operational plans
- planning production cooperation
- financial and production planning in practice.

### Economic operational mechanisms, 5 ECTS

#### Objectives

The student:

- understands the operational mechanisms of the national economy and is able to interpret related indicators

- is familiar with the financing mechanisms and is able to apply them to cultural management
- understands the concepts of creative economy and culture and their regional, national, and international significance
- is familiar with the practices of sponsorship and corporate cooperation and is able to apply them in culture management.

Contents:

- regional, national, and international public financing and private non-profit financing from the cultural management point of view
- sponsoring and corporate cooperation
- legislation governing public and non-profit financing.

### **Economic planning, 5 ECTS**

Objectives

The student:

- is familiar with the principles of accounting
- is familiar with transaction practices
- knows the legislation relating to financial planning
- can complete financial planning, budgeting, and financial monitoring relating to cultural management
- can analyse financial indicators.

Contents:

- financial planning and budgeting
- transactions and other financial administration processes
- accounting
- taxation.

### **Commercialization, 5 ECTS**

Objectives

The student:

- is familiar with the commercialization processes of services and is able to analyse, assess, and develop product and service processes
- understands the principles and practices of customer-oriented service formation and commercialization
- recognizes the structures of and business opportunities offered by various products
- can construct products and services and is familiar with the commercialization process.

Contents:

- commercialization and service formation
- construction and principles of products and services
- business opportunities, product analysis, and markets of products
- planning and formation of a product or a service from an idea
- commercialization and its management.

## **Entrepreneurship, 5 ECTS**

### Objectives

#### The student:

- understands the principles of internal and external entrepreneurship
- understands their own field's operating environment, and is able to assess developments within it
- is familiar with the revenue models and financing of entrepreneurship
- can adopt and take account of the customer's perspective in business operations
- can prepare a feasible business plan.

#### Contents:

- business thinking, internal and external entrepreneurship
- operating environment and markets of the company
- revenue models and financing of business operations
- business idea of the company
- administration and organization of the company
- customers, sales, and marketing.

## **PROFESSIONAL SPECIALIZATION STUDIES, 70 ECTS**

### **Advanced specialization studies, 50 ECTS**

#### **Leadership, 5 ECTS**

### Objectives

#### The student:

- is familiar with the theories and methods of leadership
- is familiar with the models of person and human resources leadership
- is familiar with the requirements, various models, and operating methods of supervisory work
- can competently assess their own leadership skills and role as a leader.

#### Content:

- managing person and human resources
- management and supervisory work
- the study unit is linked with the completion of the Basics of innovation operations and Practices of innovation operations or Advanced professional studies.

#### **Basics of innovation operations, 5 ECTS**

### Objectives

#### The student:

- is familiar with the processes and forms of innovation operations
- can effectively use creative problem-solving methods and construct new creative operating models

- can critically question and evaluate operating methods and conventions.

Contents:

- innovation and innovativeness in the development of operations
- methods of creative working
- promoting one's own creativity.

### **Practices of innovation operations, 10 ECTS**

Objectives

The student:

- can act professionally and confidently in multidisciplinary innovation processes
- can search for customer-oriented, sustainable, and financially profitable solutions
- can promote the creativity and profitability of the group
- can implement an innovation project.

Contents:

- participation in innovation processes in projects in the field
- operating in a group in a manner that promotes creativity
- utilizing collective and multidisciplinary creativity.

### **Advanced course on cultural content production, 10 ECTS**

Objectives

The student:

- improves their content production skills in the field of culture and the arts and is able to act in working life development tasks in the field
- understands the operating logic, recognizes the central organizations and operators, and is able to acquire information about the field internationally also
- extends their professional networks
- strengthens and focuses their career plan
- strengthens their professional identity
- develops the practices in the operating and professional field.

Contents:

- practical training or a project relating to cultural content production (the content is determined based on the development task)
- the student produces contents in the field that is related to the arts or culture (performing arts, visual arts, literature, film and media arts, arts industry, applied arts, children's culture, cultural history, multiculturalism)
- practical training/project plan
- practical training/project report
- presenting the report in a working life seminar.

### **Advanced course on cultural production practices, 10 ECTS**

Objectives

The student:

- improves their skills in cultural production practices and is able to act in projects in the field

- improves their skills in a specific area of the production process (event, festival and other production; production process management and administration, and international cultural production)
- extends their professional networks
- strengthens and focuses their career plan
- strengthens their professional identity
- develops the practices in the operating and professional field.

Contents:

- training or a project in one of the student's chosen areas of production process
- practical training/project plan
- practical training/project report
- presenting the report in a working life seminar.

### **Advanced course on business skills, 10 ECTS**

Objectives

The student:

- improves their business skills and is able to act in projects in the field
- improves their skills in one business area (commercialization of culture services, marketing, financial management, entrepreneurship, cultural export, development of the business and industrial sector, networking, ethical business operations)
- extends their professional networks
- strengthens and focuses their career plan
- strengthens their professional identity
- develops the practices in the operating and professional field.

Contents:

- practical training or project in one of the student's chosen business areas
- practical training/project plan
- practical training/project report
- presenting the report in a working life seminar.

### **Specialization option, 20 ECTS**

The student will choose one of the three specialization options:

- Culture as a business, 20 ECTS
- Event production development, 20 ECTS
- Cultural manager as a social operator, 20 ECTS

The common studies of the study units:

Studies (1/2), 10 ECTS

- introduction to the literature
- participation in the seminars (opening and closing seminars)
- preparing a development or operating plan or operating model as a preliminary task
- a survey on extending the development plan into a thesis

Studies (2/2), 10 ECTS

- documents relating to the practical training (a practical training agreement supplemented with the preliminary development plan accepted by the training organization)
- introduction to the operations of the training organization
- practical training in accordance with the objectives set in the work placement plan
- practical training report and assessment of own learning and development skills
- presenting the development task in a seminar

### **Culture as a business, 20 ECTS**

Objectives

The student:

- can work in the cultural production sector as an entrepreneur, employee, or in cooperation with the business and industrial operators
- recognizes and is able to develop the cooperation opportunities of private sector operators with the public and third sectors
- can model, construct, and implement cooperation in a multiprofessional and multidisciplinary network
- extends their viewpoint towards cultural export and international cooperation
- improves their knowledge and skills relating to entrepreneurship and development of business operations.

### **Event production development, 20 ECTS**

Objectives

The student:

- recognizes leadership models, practices, and special characteristics of event production
- can analyse and develop the operations, administration, or coordination of the event organization
- can analyse and develop event production and its technical, contextual, or financial aspect
- can prepare a development project relating to event production
- can to assess their own development and work leadership skills.

### **Cultural manager as a social operator, 20 ECTS**

Objectives

The student:

- learns how to influence social political goals through the means offered by arts and culture
- can promote social cohesion and communality through the means offered by arts and culture
- can promote the development of new kinds of self-motivated urban culture



- promotes new kinds of multiculturalism where art and culture bring together various groups
- can enhance the accessibility of all sub-areas of culture
- can promote environmental and social responsibility in cultural events or by means of culture

#### Contents:

- cross-cultural communication
- acting in a multicultural work community
- taking account of the needs of special groups in the production of cultural services (accessibility)
- the role of the cultural manager as a promoter of social change and civic activities
- urban culture and creating conditions for independent cultural activities.

## WORKING LIFE DEVELOPMENT STUDIES, 30 ECTS

### Methods of development work 1, 5 ECTS

#### Objectives

#### The student:

- can recognize development needs of working life
- is familiar with the various methods used in development work
- can apply the methods used in development work
- knows the requirements set for theses at Humak, and is familiar with the thesis writing and assessment process.

#### Contents:

- central methods of development work
- Humak's RDI projects and other development projects in one's own professional field
- outlook of own professional field
- recognizing development needs of working life as teamwork
- principles of thesis writing at Humak

### Methods of development work 2, 10 ECTS

#### Objectives

#### The student:

- becomes thoroughly familiar with the methods of development work and is able to apply them
- can apply theoretical knowledge to working life development task
- can develop activities in an analytical, critical, and aesthetically sustainable manner
- can evaluate development work
- produces excellent professional-standard text.

#### Contents:

- advanced knowledge in and application of methods used in development work
- ethical principles of development work

- development work in a multidisciplinary group as a genuine working life assignment
- theory and practising of producing professional style texts
- improving information search skills
- planning and starting of the thesis process
- signing of the contract on the thesis assignment
- preparing of the thesis plan and its presentation at a seminar and to the client.

### **Thesis, 15 ECTS**

#### Objectives

#### The student:

- learns to develop working life practices in a concrete manner
- adopts a future-oriented and developing approach to working
- learns to apply the methods of development work to work tasks of their own field
- learns to evaluate and apply Finnish and international information sources
- develops as a writer of professional style texts
- learns to apply the results of development research in working life.

#### Contents:

- the entire thesis as an individual, pair, or group work
- oral presentation of the thesis in a seminar, or at an event organized by the client
- writing a maturity test similar in style to a press release.

### **OPTIONAL STUDIES, 20 ECTS**

Through their optional studies, students can expand their professional specialization or acquire new perspectives on their professional knowhow. The students can also include common professional studies, professional specialization studies, or any other courses offered by Humak in their optional studies. Courses offered by other universities of applied sciences or the virtual university of applied sciences, or foreign studies can be included in the optional studies to the extent applicable. Optional studies may consist of individual modules of, 10 ECTS or less.

### **Seminars and conferences in the cultural production sector, 10 ECTS**

#### Objectives

#### The student:

- improves their skills by participating in a seminar or conference
- recognizes their own skills and related development needs
- is able to assess the significance of the seminar or conference to the improving of their skills

#### Contents:

- agreeing on the inclusion of the seminar or conference with the lecturer responsible for the supervision of the student's studies
- participation in the seminar or the conference
- preparing a study diary.

## **Projects in the cultural production sector, 10 ECTS**

### Objectives

The student:

- can integrate their activities in the cultural production sector in their studies
- understands the significance of project work in the cultural production sector
- is familiar with the basic concepts of project operations
- is familiar with project tasks
- can plan and implement their operations in projects.

Contents:

- project operations in a workplace within one's own field
- management of one's own work tasks
- preparing a project idea and implementation plan and presenting them to the lecturer responsible for supervising the student's studies
- preparing a report of the project and presenting it in a working life seminar
- oral and written practices relating to various leisure time and working life situations (emails, greeting, introducing oneself, telephone conversations, requesting clarifications, etc.)
- written and oral communication relating to one's field.