

CURRICULUM 2021-24

**Cultural Manager
(Master of Culture and Arts)**

**Community Educator
(Master of Humanities)**

Approved:

The curriculum can be refined based on the feedback collected since the start of its implementation.

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1 INTRODUCTION

Humak's master's degree programme curriculum package 2021–24, includes the degree programmes in cultural management (master of culture and arts) and community education (master of humanities).

The UAS master's degrees are professionally oriented higher education degrees. The curriculum is based on the European (EQF) and National (NQF) qualifications frameworks. The level corresponding to the competence of a master's degree is 7.

The Government Decree on Polytechnics 1129/2014 and, in particular Article 5 of the Decree, frame the objectives of studies leading to a master's degree.

The aim of the studies leading to a master's degree is that the graduate has:

- 1) extensive and in-depth knowledge as well as the necessary theoretical knowledge to improve working life in demanding expert and management positions;
- 2) an in-depth understanding of one's own profession, its position in working life and its social significance, as well as the ability to monitor and specify the development of research information and professional practice in the field;
- 3) abilities for lifelong learning and continuous professional development;
- 4) good communication and language skills for tasks in their field as well as for international activities and cooperation.

The aim of UAS master's degree studies is to integrate studies into the development needs of working life and to strengthen the student's own expertise. The study courses included in the degrees can be conducted either completely or partly as independent online studies. The study methods are diverse, which means face-to-face and online study.

The studies include courses that support common competence and multidisciplinary skills between degrees. Profession specific skills are strengthened through both advanced studies and optional studies. Thesis studies give students the opportunity to apply what they have learned in research and development work that renews working life practices.

2 CULTURAL MANAGER (MASTER OF CULTURE AND ARTS)

The scope of the master's degree in cultural production is 60 ECTS. Half of the degree is focused on the thesis and studies promoting the completion of the thesis.

The education leading to a master's degree in cultural management is intended for UAS cultural management bachelor's degree graduates, or graduates holding another suitable university degree, with at least two years of work experience in the field. The title of the graduate is Master of Culture and Arts, or in Finnish Kulttuurituottaja (YAMK).

The aim of the education is to deepen the student's professional expertise in the changing operating environments of the cultural sector.

The degree covers optional studies (15 ECTS), where the student chooses courses from Humak's master's degree common studies, advanced professional studies in cultural management (15 ECTS) and thesis studies (30 ECTS).

2.1 Optional studies 15 ECTS

Optional studies include six courses, from which the student can choose **three** units of 5 ECTS courses. The aim of the studies is to strengthen and deepen the student's multidisciplinary competence. The studies are common with the degree in community education.

2.1.1 Management and supervision, 5 ECTS

The course provides the student with general skills to work in supervisory and management positions in various organizations and operating environments. The studies focus on the knowledge base of management and the application of theoretical knowledge in practice in the student's own professional field.

After completion of the course, the student is:

- familiar with the knowledge base of management and the management processes of their own profession
- is able to apply their knowledge in practice in supervisory and management positions
- is able to develop the operational management of an organization in their professional field in a changing working life
- understands the importance of sustainable development in the management of an organization

Contents:

- the knowledge base of management and supervision
- strategic, operational and personnel management
- supervisory work
- volunteer management

- sustainable development and management
- creating a development plan for the management of an organization in your field

2.1.2 Service design, 5 ECTS

The course delves into the knowledge base and practice of service design. Theoretical orientation introduces the student to key service design theories and service design terminology and methods. In the practical part of the course, the student learns to plan and implement development projects based on service design for the needs of working life.

After completion of the course, the student:

- understands the economic importance of services
- understands the importance of quality in services as an organizational competitive factor
- knows the basics of design thinking and service design
- knows different methods of service productization and is able to apply them in practice
- is able to evaluate different service concepts and is able to identify service development needs
- is able to make a service design plan for the development of services and is able to implement it

Contents:

- service design knowledge base and methods
- service quality assessment and monitoring
- producing an implementation plan for a development project based on service design
- productization, innovation, quality assessment, customer experience, service society, internationalization, digitalization, change in working life

2.1.3 Community development, 5 ECTS

The aim of the course is to deepen the student's ability to act as a developer of diverse communities. The course introduces students to the diversity of communities in a fragmented, pluralistic and multicultural society. Students will learn to use a variety of games as well as art and cultural means to create community and inclusion. The course develops community self-direction, learning ability, ethics and creativity.

After completion of the course, the student:

- is able to utilize different methods in the development of diverse communities
- identify the specific needs of different communities
- identify the potential of arts and culture to increase community and inclusion

Contents:

- starting points for community development and operating models
- community development through games
- arts and culture in community development

2.1.4 Envisioning future, 5 ECTS

Envisioning future is a field of information linked to development activities that provides information about the future, for example to support decision-making in the workplace. The course provides information and tools for perceiving change and alternative futures, analyzing them and realizing the desired futures. The course introduces methods for anticipating future from the point of view of practical applications. During the course, the student reflects on and learns to identify the megatrends, trends and weak signals of society. The main focus of the course is on the future of community educators and cultural managers and on the change in working life.

After completion of the course, the student:

- understands the unique research value of future knowledge
- knows what future thinking, proactive attitude and other key concepts of future research are
- is aware of and able to react to the pressures of change in his / her work community, profession and society as a whole
- knows the methods used for forecasting the future (scenario and future frequency work, Delfoi and various future workshops)
- is able to apply some of the foresight methods discussed in the course

Contents:

- key concepts of foresight: foresight, foresight, megatrends, trends and weak signals
- key methods of future research and forecasting
- practical exercises related to future thinking and methods

2.1.5 Diversity, 5 ECTS

The course introduces diversity through three themes. The first of these is knowledge of the ethical criteria and regulations related to diversity. The second theme is the construction of understanding, images and knowledge through language and other forms of expression. The third theme is the promotion of equality, agency and accessibility in diverse communities and networks.

After completion of the course, the student:

- understands the construction of social reality through language
- recognizes the relationships between power discourse, counter-discourse and professional discourse and is able to apply knowledge in one's own communication in different communities
- is able to evaluate and modify equal and respectful encounters through language and other means of expression in his / her professional activities

- is able to promote accessibility and diversity practices in communities and networks
- is aware of anti-diversity thinking and structures and is able to take action to dismantle them

Contents:

- ethical principles and legal principles that guide activities promoting equality and diversity
- social constructionism and multimodal discourse research as a tool for examining the functioning of the individual, the community and society
- social pedagogical thinking in promoting socially sustainable and diversity-valued activities

2.1.6 Societal communication and social marketing, 5 ECTS

The course studies communication in communities and social marketing from a social and societal perspective. The course examines social and societal communication through everyday social psychological processes that we encounter on a daily basis, both in private life and at work. The knowledge base consists of theories of social psychology, communication and marketing applied to research and development activities.

After completion of the course, the student:

- understands social communication and social significance from the perspectives of social responsibility and sustainable development
- is able to identify and evaluate socially problematic thinking and action patterns and phenomena
- is able to plan and implement an advocacy project through social communication and social marketing
- knows the methods of social communication and social marketing and is able to use them in managing the activities of one's own community

Contents:

- knowledge base and ethics of social psychology, social communication and social marketing
- methods of communication and marketing in solving social problems: making and implementing an advocacy plan
- social responsibility, sustainable development, civic engagement, internationalization, multidisciplinary and multicultural environment, digitalization

2.2 Advanced professional studies 15 ECTS

In advanced professional studies in cultural management, the students receive up-to-date information on new, multidisciplinary, multicultural and innovative operating environments in cultural management, are able to analyze their effects and are able to utilize these in their work as experts. The aim of the studies is to deepen and

strengthen the students' professional competence. In the implementation of the studies, the aim is also to take into account the students' interests in the development of entrepreneurship in their own creative field.

Courses:

- Productions and events: networks, impact and sustainability (5 ECTS)
- Strategic communication and marketing (5 ECTS)
- Economics and finance (5 ECTS)

2.2.1 Productions and events: networks, impact and sustainability, 5 ECTS

The course introduces productions and events as part of the development of regions and cities, as well as the importance of multidisciplinary networks of productions. Key aspects of the studies are networks, impact and sustainability, and the cross-cutting theme is digitalization.

After completion of the course, the student:

- understands the importance of cultural production and events in the strategic development of regions
- recognizes the importance of partnerships in the development of productions and events and is able to work in multidisciplinary networks
- is able to view and develop productions and events from the perspectives of cultural, ecological, economic and social sustainability
- is able to utilize digital platforms and applications used in productions and events

Contents:

- events, festivals and other cultural production in the strategies of cities and regions
- production and event networks and partnerships
- sustainability as an operating philosophy and competitive advantage of productions and events
- digital platforms for production and event execution, communication and public engagement

2.2.2 Strategic communication and marketing, 5 ECTS

The course introduces communication and marketing from the perspective of organizational strategic management. An emphasis is placed on how communication and marketing are planned and implemented in a targeted manner to achieve a strategic mission of the organization. The students are introduced to the knowledge base of the subject area, perform case analyzes and delve into the planning of strategic communication and marketing of a cultural organization and the implementation of the plan in practice.

After studying the course, the student:

- understands the importance of communication and marketing in the strategic management of an organization

- knows the basics of strategic communication and marketing
- is able to evaluate the communication and marketing of organizations from the perspective of strategic management and identify development needs
- is able to plan the strategic communication and marketing of an organization and is able to implement the plan

Contents:

- strategic communication and marketing knowledge base and development methods
- planning and implementation of a strategic communication and marketing development plan
- anticipating the needs for change in the cultural sector in the strategic management of communications and marketing: multidisciplinary operating environment, internationalization, digitalization, future-oriented thinking

2.2.3 Economy and finance, 5 ECTS

The course examines financial management and finance in changing operating environments. The contents and assignments of the course are based on new revenue models, ways of arranging funding and taxation.

After studying the course, the student:

- acquires knowledge, embraces and understands various (digital) funding opportunities in the field
- gain up-to-date insight into revenue models, financing and tax practices in the industry

Contents:

- new revenue models and forecasting
- new forms of business cooperation and crowdfunding
- tax practices and tax planning

2.3 Thesis studies 30 ECTS

The purpose of the thesis is to deepen the student's research and development skills. A thesis solves problems that arise from working life practices, renews the industry and produces new, reliable information for the industry and society as a whole. The thesis develops the student's abilities for demanding expert work.

The student demonstrates their mastery of the methods of development work and is able to apply them. During the thesis studies, an innovative way of thinking is deepened and strengthened. Through the thesis, the student acquires the ability to solve demanding research development tasks in their field.

There is a separate thesis manual to support the different stages of the thesis process and the actual completion of the thesis.

2.3.1 Thesis 1, 5 ECTS

The aim of the course is to start the student's thesis process. The course focuses on clarifying the idea of one's own thesis, working on the thesis plan and deepening the research and development skills that are central to the progression of one's own work.

2.3.2 Thesis 2, 5 ECTS

The aim of the course is to promote the student's thesis process. At the end of the course, the student prepares a preliminary plan of their work.

2.3.3 Thesis, 20 ECTS

The student prepares a thesis, for which a written evaluation is given.

3 COMMUNITY EDUCATOR (MASTER OF HUMANITIES)

The scope of the community educator degree (Master of humanities) is 90 ECTS credits. The aim of the education leading to a master's degree is to prepare professionals in the field to work in demanding management and development tasks in various communities. The degree deepens the knowledge of promoting community and inclusion. The emphasis in the training is on the research and development approach based on the development challenges of working life. This creates an opportunity for the wider development of one's own work and industry, as well as the evaluation of changes in working life.

The title of the graduate is community educator (Master of humanities).

The community educator studies (Master of humanities) consist of common studies (30 ECTS), advanced professional studies for community educators (15 ECTS), optional studies (15 ECTS) and thesis studies (30 ECTS).

3.1 Common studies 30 ECTS

3.1.1 Management and supervisory work, 5 ECTS

The course provides the student with general skills to work in supervisory and management positions in various organizations and operating environments. The studies focus on the knowledge base of management and the application of theoretical knowledge in practice in the student's own professional field.

After completion of the course, the student is:

- familiar with the knowledge base of management and the management processes of their own profession
- is able to apply their knowledge in practice in supervisory and management positions
- is able to develop the operational management of an organization in their professional field in a changing working life
- understands the importance of sustainable development in the management of an organization

Contents:

- the knowledge base of management and supervision
- strategic, operational and personnel management
- supervisory work
- volunteer management
- sustainable development and management
- creating a development plan for the management of an organization in your field

3.1.2 Service design, 5 ECTS

The course delves into the knowledge base and practice of service design. Theoretical orientation introduces the student to key service design theories and service design terminology and methods. In the practical part of the course, the student learns to plan and implement development projects based on service design for the needs of working life.

After completion of the course, the student:

- understands the economic importance of services
- understands the importance of quality in services as an organizational competitive factor
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- knows the methods used for forecasting the future (scenario and future frequency work, Delphi and various future workshops)
- is able to apply some of the foresight methods discussed in the course

Contents:

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- social pedagogical thinking in promoting socially sustainable and diversity-valued activities

3.1.6 Societal communication and social marketing, 5 ECTS

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- methods of communication and marketing in solving social problems: making and implementing an advocacy plan

social responsibility, sustainable development, civic engagement, internationalization, multidisciplinary and multicultural environment, digitalization

3.2 Advanced professional studies 15 ECTS

Advanced professional studies build a common conceptual framework for the degree. The student strengthens their knowledge of people's activities in different communities and organizations. Strengthening of participation is approached, among other ways, from the perspective of developing the operational opportunities of different groups of actors.

The study module is divided into three separate study courses:

- Communities and sense of community, 5 ECTS
- Pedagogical competence, 5 ECTS
- International and multicultural competence, 5 ECTS

3.2.1 Communities and sense of community, 5 ECTS

Students build and reflect on their own community expertise and community leadership during the course through experiential learning.

After completion of the course, the student:

- is able to analyze activities and dynamics at the individual, group and community levels
- is able to critically examine the processes and changes of the surrounding society and masters the concepts describing them

Contents:

- individual, group, community and community processes
- social changes
- community welfare and community methods

3.2.2 Pedagogical competence, 5 ECTS

The students strengthens their pedagogical competence and knowledge of participatory pedagogy during the course.

After completion of the course, the student:

- demonstrates awareness of and ability, in various communities and networks, to deepen their pedagogical competences and development skills
- is able to plan the sharing of expertise, act in the role of an influential expert, develop learning based group activities and reflect on one's activities as a group facilitator
- understands and critically conceptualizes community operating environments from the perspective of human growth, development and activity, based on recent behavioral science research data

Contents:

- pedagogical thinking and methods in the field of community education
- group and role work as an asset for the learning community
- perspectives on working in teams and guidance, sharing and empowering expertise
- pedagogical processes, reflection and development

3.2.3 International and multicultural competence, 5 ECTS

During the course students, deepen their knowledge of international and multicultural competence.

After completion of the course, the student:

- is able to evaluate their own activities as an international and intercultural operator and develop their skills in these areas
- is able to anticipate the meanings and effects of international agreements and global processes on their field and to present possibilities for internationalization in the field
- is able to analyze the challenges and opportunities brought about by international phenomena and the international mobility of people in Finnish society
- is able to develop solutions for strengthening multicultural communities operating in Finland

Contents:

- human rights and key international agreements
- international operating environments, international cooperation and international networks
- multicultural communities operating in Finland
- definitions and objectives of integration

3.3 Optional studies 15 op

The student chooses **one** of the following study modules. The alternatives for optional studies are confirmed for each academic year. The study unit Experiential and Adventure education (3.3.4) will be available no earlier than 2023.

3.3.1 NGO work, 15 ECTS

The study module strengthens the ability to analyze and anticipate the current state of NGO and voluntary work and the need for change from the perspectives of the individual, the community, organizations and society. This way students deepen their skills in planning, developing and managing NGO and voluntary work. The study module is based on the multidisciplinary basis of research examining civil society, the third sector and volunteering.

3.3.2 Youth work, 15 ECTS

The study module develops the student's ability to evaluate, anticipate and independently develop youth work. The student's competence in the evaluation of

knowledge and practices in the field of youth work are deepened. The student is able to develop the work communities and well-being of youth work and to anticipate, among other things, the impact of internationalization on youth work.

3.3.3 Workplace development, 15 ECTS

The study module provides the ability to examine and implement development of working life from the perspectives of the individual, the community, organizations and society. The theoretical background of the course is based on the sociological research traditions of work and, in particular, the practical theoretical approaches to learning on the job.

3.3.4 Experiential and adventure education, 15 ECTS

The study module focuses on developing pedagogical and didactic practices of instruction through the principles of experiential education. In particular, the module addresses the theories, methodologies, and implementation of Adventure Education. Students acquire the key competences to design, implement, evaluate, and develop experiential and adventure educational processes in their professional fields.

3.4 Thesis studies 30 ECTS

The purpose of the thesis is to deepen the student's research and development skills. A thesis solves problems that arise from working life practices, renews the industry and produces new, reliable information for the industry and society as a whole. The thesis develops the student's abilities for demanding expert work.

The student demonstrates their mastery of the methods of development work and is able to apply them. During the thesis studies, an innovative way of thinking is deepened and strengthened. Through the thesis, the student acquires the ability to solve demanding research development tasks in their field.

There is a separate thesis manual to support the different stages of the thesis process and the actual completion of the thesis.

3.4.1 Thesis 1, 5 ECTS

The aim of the course is to start the student's thesis process. The course focuses on clarifying the idea of one's own thesis, working on the thesis plan and deepening the research and development skills that are central to the progression of one's own work.

3.4.2 Thesis 2, 5 ECTS

The aim of the course is to promote the student's thesis process. At the end of the course, the student prepares a preliminary plan of their work.

3.4.3 Thesis, 20 ECTS

The student prepares a thesis, for which a written evaluation given.

4 IMPLEMENTATION OF STUDIES

The a master's degree tuition is implemented as a multi-form education. It includes student's independent work in various online environments, webinars and contact teaching. The implementations of the courses may vary from academic year to academic year. These will be announced before the beginning of the semester in Humak's online environments. The degree in cultural management (Master of culture and arts) can be completed entirely online.

The scope of the degree in cultural management (Master of culture and arts) is 60 ECTS and the calculated degree period is 1 year (12 months). The scope of the community education (Master of humanities) degree is 90 ECTS and the calculated completion time is 1.5 years (18 months).

Application process to the studies is organized via the joint application in autumn (cultural manager) and in spring (community educator).