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**Master of Culture and Arts
Curriculum 2009-2010**

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Bachelor and master's-level degrees provided by universities of applied sciences in Finland are defined and laid down in the Act on Education at Universities of Applied Sciences (351/2003) and the related decree (352/2003) and amendment regulations (411/10.6.2005 and 423, 426/16.6.2005). Education leading to the Master of Culture and Arts degree is intended for persons with a bachelor-level degree in the field from a university of applied science or other applicable tertiary degree and no less than three years of professional experience in the field. The official title of the degree is Master of Culture and Arts (Finnish: Kulttuurituottaja (ylempi AMK)).

The purpose of the Master of Culture and Arts degree programme jointly provided by the Metropolia University of Applied Sciences and the HUMAK University of Applied Sciences is to give persons involved in production and provision-related tasks in the cultural sector the opportunity to develop and deepen their expertise in the rapidly evolving operating environment of cultural provision. Graduates of the degree programme will be qualified for managerial and development work in the field. This calls for the ability to recognize social and international change concerning the cultural sector.

1 BACKGROUND OF PREPARING THE CURRICULUM

The preparation of the curriculum leading to the Master of Culture and Arts degree was based on:

- Finnish legislation defining the basic purpose of education provided by universities of applied science,
- The Bologna Declaration,
- The European Qualification Framework,
- The plan of the Finnish Ministry of Education for developing education and research in the period 2007–2012

The work leading to the curriculum also took into account the focuses of the pedagogical strategies of both universities of applied sciences. Background factors included development focuses in creative fields both nationally and in the Helsinki Metropolitan region, as well as considerations of working life and quality assurance. The curriculum was approved by the respective Advisory Boards on Cultural Provision of the Metropolia University of Applied Sciences (10.12.2008) and the HUMAK University of Applied Sciences (3.2.2009). The views of persons professionally active in expert positions in cultural provision were taken into account by requesting statements from the Art and Culture Professionals' Trade Union Taku, The Finnish Cultural Producers' Association, the cultural network of the Regional Centre Programme and the Arts Management degree programme of the Sibelius Academy. The planning also involved all universities of applied sciences providing bachelor-

level degrees, i.e. the Mikkeli and Seinäjoki universities of applied sciences and the Novia University of Applied Sciences (former Yrkeshögskola Sydväst) in addition to the implementing institutions.

The planning of the curriculum and the Master of Culture and Arts degree are based on competence-level descriptions in accordance with the European Qualifications Framework. Level 7 corresponds to the qualifications of the master's degree (Table 1):

Table 1 Description of master's-level qualifications in the European Qualifications Framework

	Knowledge	Skills	Competences
Level 7 Master's level Main educational Results	Highly specialized knowledge facilitating original thought and partly corresponding to top-level qualifications in the area of work or study. Critical awareness of issues concerning information at the interface of the field and other disciplines.	Specialized problem-solving skills needed in research and/or innovation in order to develop new information and procedures and to combine information from different fields.	Ability to lead and renew activities in complex work and study environments that are difficult to predict and require new strategic approaches. Ability to take responsibility for developing the professional skills and working procedures of groups and/or the strategic evaluation of activity.

The expert qualifications provided by the master's degree underscore a broad perspective and mobility, facilitating work in demanding tasks and workplaces. Changes in working life are taken into account in curricular content, for example, by linking studies to the working communities of students and the research and development needed by them. The flexibility of the educational process is based on the student's opportunity to draw up a personal study plan based on his or her career goals, utilizing, among other factors, the interdisciplinary synergy of the various fields of the Metropolia University of Applied Sciences and the HUMAK University of Applied Sciences to carry out the studies. This permits individual choice and the combination of work and study in a more flexible manner than previously.

Developed cultural provision and export are central factors of success of the creative economy for improving national competitiveness. People trained for the field with master's-level degrees from universities of applied sciences are needed in development, expert, managerial and teaching positions. There is a great need for specialization and for deepening professional skills into expert qualifications in the changing operating environment of cultural provision.

2 EXTENT AND COMPLETION OF STUDIES

The degree of Master of Culture and Arts requires 60 study credits, of which the submitted graduate project is 30 credits in extent. One credit corresponds to approximately 27 hours of work by the student. The planning of the completion of the study modules takes into account the amount of work required for them. The teaching involves multiform instruction. The development project to be carried out as a graduate project is central to the degree programme. The study modules consist of contact teaching, net-based teaching, and independent study. The contact teaching modules can consist, for example, of lectures, seminars, study visits, conferences, expert panels and the coaching of the student or groups. Independent study involves the individual study of literature, published research and articles, as well as set assignments and study visits of different kinds.

At the beginning of their studies, students are familiarized with the virtual learning environment and the electronic acquisition of information. Electronic communication is an integral part of guiding the student and his or her studies. The study environment includes library and information services available to students and the Moodle study platform, the Internet and email, which are utilized in individual study and the counselling of studies. Net-based teaching uses the services of experts in networks involving universities of applied sciences.

3 THE COMPETENCE GOALS OF THE MASTER OF CULTURE AND ARTS DEGREE

This training is aimed at professionals in production-related tasks of cultural provision in the creative sector seeking to deepen and expand their skills and to improve development competence in their own area of activity. Persons who have completed this degree can serve in expert tasks in the field of culture and the creative economy actively developing and producing new models of operation. The training provides opportunities for new, challenging professional tasks and for advancing in one's career. Graduates of the degree programme are experts with specialist skills in research, development and project management in the field of cultural provision.

The composition of competences provided by the degree

The outline of studies and ECTS credits

The competences provided by the degree programme consist of generic competences for working life of master's-level degrees from universities of applied sciences, competences related to specific skills in the field of cultural provision, and other competences supporting the further development of expertise. The generic competences of the masters-level degree as provided by universities of applied sciences are:

learning competence, ethical competence, communication and social competence
development competence, organizational and societal competence, and
international competence.

In the Master of Culture and Arts degree competences corresponding to special requirements are:

strategic competence, management and teamwork competence in cultural projects, network competence in the cultural sector, and business competence in the creative economy.

The degree, aiming at reinforcing the areas of competence described above, is in three parts: Reinforcing Expertise 25 credits, Developing as an Expert 30 credits, Deepening the Expert Profile, 5 credits.

Further description of areas of competence:

1. REINFORCING EXPERTISE, 25 credits

The total extent of this competence area is 25 credits. In accordance with the competence goals, students will reinforce their own expertise and in particular their management and teamwork competence, project-management skills, developer skills and the business skills in connection with the creative economy.

This competence area consists of five study modules:

- 1.1. Professional growth, 1 credit
- 1.2. Management and team work in the cultural sector 6 credits
- 1.3. The cultural provider as social actor 5 credits
- 1.4. The significance of the creative economy in society 5 credits
- 1.5. Working life studies 5 credits
- 1.6. Methodological studies in development work 3 credits

Module-specific objectives, contents and achieved competence:

1.1. Professional growth 1 credit

In this module, students evaluate previously acquired competence and prepare a personal study plan for reinforcing expertise.

Objectives and achieved competence: Students will identify their own expertise in cultural provision and relate it to the competence goals of the degree. The student will identify competences obtained in various ways.

Content: Evaluation of the curriculum in relation to the student's competence, the definition of individual study goals and group orientation.

1.2. Management and teamwork in the cultural sector 6 credits

This module addresses managerial work in cultural organization and project settings and initiatives typical of the field, with particular focus on studies related to personnel management and the methods of teamwork.

Objectives and achieved competence: The student will learn to understand the role and tasks of the manager in different operating environments and situations of the cultural sector. Students will be familiarized with the main theories of management and will be able to apply them under changing conditions and in different organizations. The student will be able to assemble a project organization and to direct projects in practice.

Content: Methods of teamwork, motivation and development of personnel, internal communications, crisis management, the legal significance of a managerial position, operational cultures of the cultural sector, network management, the significance of expertise in management, management in changing operating environments.

1.3. The cultural provider as social actor, 5 credits

This module addresses the position of experts in the cultural sector as social actors and persons with impact on society. The perspectives are those of reinforcing the significance of the cultural sector in society and the role of culture in furthering the overall development of society. Central to these studies are an understanding of the significance of different networks and the utilization of activity within them.

Objectives and achieved competence: Students will deepen their knowledge of structures of the cultural sector and learn to identify channels and opportunities of influencing society will identify national and international networks of importance for their own professional identity and their graduate project. The student will be able to expand his or her area of work beyond the field and engage in cooperation with other sectors of society.

Content: Structures and networks of the cultural sector, cooperation among specific sectors, care of relationships and contacts with society, monitoring and analysing discussion in society concerning the sector.

1.4. The significance of the creative economy in society 5 credits

This module focuses on cultural provision from the perspective of the creative economy. Within it students are familiarized with the development models of creative sectors and their role internationally, nationally and regionally.

Objectives and achieved competence: Students are familiarized with the concept of the creative economy and its role in economic strategies. The student will be able to recognize opportunities for the commodification of cultural competence on a wide basis and to relate them to his or her graduate project. The student will understand the earning logic of firms and companies in the cultural sector and the significance of creative sectors from the perspective of the structure of the economy.

Content: The value chain of the creative economy and adaptable earning logic, the role of experts in promoting the creative sector, cultural export.

1.5. Working life studies, 5 credits

This module focuses on the provider's own professional image, relating it to the surrounding environment of working life. The main perspective is that of analysing the role of the expert in the

field of cultural provision. In addition, the module addresses the general trends of working life and their impact on the field of cultural provision.

Objectives and achieved competence: The student is provided with the means to consider and anticipate changes in the field of cultural provision and to relate his or her personal expert role to it. Students will deepen their own expert roles and profiles.

Content: Formation, upkeep and development of expertise in the cultural sector; changes in professional identities and models of operation in the cultural sector; prediction of developments and development scenarios of various operating environments in the field of cultural provision.

1.6. Methodological studies in development work, 3 credits

Methodological studies support methodological competence in research and development required by the student in development work. The methodological studies are linked to the graduate project and the deepening of methodological awareness applied in it.

Objectives and achieved competence: The student will understand the goals and methods of research and development closely related to working life. The student will be familiarized with the methods of development work and will acquire research-related competence for developing his or her own field and work. The student will be able to choose a suitable and effective method for problem-solving in a development task based on working life and to acquire and analyse material by applying at least one research method.

Content: Professional research and development and its application in the graduate project; operational-research approach; the methods of a development approach, the different roles of developer and researcher; methods of anticipation.

2. DEVELOPING AS AN EXPERT 30 credits

In this curriculum the graduate project is delimited as a distinct area of competence, in which advanced expert knowledge acquired in the other study modules is applied. According to the competence objectives, the student will be able to collect systematically information in his or her own field, combine information of different types and experience and analyse information. The student will be able carry out problem-solving processes innovatively. The student will be capable of critical conclusions and will be able to report matters both orally and in writing. This area of competence consists of the following module:

Graduate project (30 credits)

Objective and achieved competence: The objective of the graduate project for the Master of Culture and Arts degree is to develop and apply knowledge and competence required in cultural provision and thus provide competence for independent and demanding expert work and expert communication as part of it. The form of the graduate project is dictated by the subject of development and the operating environment. The student will be able to plan, implement and report on a graduate project related to research and development in the field of cultural provision. The student's own research and development-oriented approach will be reinforced.

The student will be able to assess the weaknesses and strengths of his or her own graduate project process and to argue for the choices made in this connection.

Content: The student prepares the graduate project in close connection with his or her own work or working community, the research and development activities of the Metropolia or HUMAK University of Applied Sciences or some other organization in the field of cultural provision. The project submission will produce a solution or model of operation which can be applied to a problem of working life, and which has practical applicability. The process for producing the graduate project is launched on the basis of a development concept presented by the student in the application stage immediately at the beginning of his or her studies. The processual realization of the graduate project is supported by the other modules and assignments of the curriculum and a separate graduate project seminar. The long-distance and contact modules of the training support the completion of the graduate project in terms of content and method.

3. DEEPENING THE EXPERT PROFILE, 5 credits

The student's profile as an expert is deepened through optional studies. According to the set goals of competence, the student will expand and deepen in these studies his or her professional and personal competence in accordance with choices in the career and development plan and the personal study plan. This area of competence consists of the module:

Elective studies (5 credits, scheduled throughout the whole course of study)

Objectives and achieved competence: Through elective studies, the student deepens his or her expert profile in a specific area of cultural provision.

Content: Elective studies deepening the provider's own expert profile. Decisions concerning these studies are made in connection with the discussions on the personal study plan. In addition to opportunities provided by the Metropolia and HUMAK Universities of Applied sciences, these studies can also be completed elsewhere. They must correspond to the objectives of the personal study plan and must be of the master's level in terms of requirements.

Attachment 1. Detailed description of competences provided by the degree programme

General professional competences provided by the Master of Culture and Arts degree

Generic competences	Description of the competence, master's level
Y1. Learning competence	<ol style="list-style-type: none">1. Capable of evaluating in a wide-ranging and systematic manner individual competence and expertise and of defining needs in developing personal competence2. Capable of continuous learning and of understanding and steering his or her own learning process3. Capable of learning together and sharing the content of learning in various expert communities4. Capable of acting with initiative and anticipating changes and needs for change5. Capable of planning, organizing and developing his or her own activity
Y2. Ethical competence	<ol style="list-style-type: none">1. Capable of applying the basic values and principles of professional ethics of the field as an expert and in developing working life.2. Responsibility for one's own actions and acting according to agreed procedures3. Capable of applying the principles of sustainable development in one's own work and familiar with the social responsibility of one's organization.4. Capable of taking others into account in one's work and able to make decisions taking into account the perspectives of the individual, the community and society.
Y3. Communication and social competence	<ol style="list-style-type: none">1. Capable of listening to others and of presenting matters orally, in writing and visually to different target groups2. Capable of acting in different communication and interaction situations and of organizing and creating professional networks3. Understands the principle of group- and teamwork and capable of working with others in multidisciplinary working groups and of leading such groups4. Capable of utilizing information and communication technology in his or her own work5. Capable providing utilizable expert information from his or her own field
Y4. Development competence	<ol style="list-style-type: none">1. Capable of acquiring and processing information from one's own area of expertise and nearby areas and of critically evaluating information, perceiving entities and creating new information2. Having a command of the methods and research and development and independently capable of carrying out research and development projects serving to develop the field3. Familiar with the various areas of project work, capable of serving in project tasks and of directing them4. Operates with initiative and according to a manner working providing development and is capable of launching and carrying out processes of change5. Capable of creative and innovative problem-solving and decision-making6. Capable of supervising and training others
Y5. Organizational and societal competence	<ol style="list-style-type: none">1. Familiar with the socioeconomic connections of one's own sector of cultural provision2. Aware of possibilities to affect society and capable of using them3. Familiar with the operating culture of working life and capable of participating in the coordination, development and management of organizations4. Capable of evaluating the activities of the working community and of planning, organizing and developing activities in the changing situations of working life5. Capable of outlining and perceiving large entities and relations of cause and effect and of acting on the basis of limited information in tasks calling for multidisciplinary competence

Y6. International competence

1. Written and oral skills in one or two foreign languages required in professional tasks in one's field and for personally developing in them
2. Understands cultural difference and is able to function in an international working and operating environment
3. Capable of applying international knowledge and skills in one's own field
4. Has an overall picture of the role and significance of one's professional sector in the international operating environment

Attachment 2. Competences describing capability requirements in specific sectors of cultural provision (Master of Culture and Arts degree)

Skill profile

Description of competence area (knowledge and skills)

K1. Strategic competence

1. Able to anticipate and analyse changes in the national and international field of cultural provision
2. Capable of defining the goals, core competence and strategies of his or her organization and of management in accordance with them.

K2. Personnel management and teamwork competence

1. Capable of management and development with regard to personnel competence
2. Capable of acting as a superior in a working community.
3. Capable of working in a team with an understanding of the operational dynamics of a team
4. Capable of working within networked structures

K3. Networking competence in the cultural sector

1. Capable of operating in peer networks and virtual communities by utilizing teamwork capabilities
2. Identifies the main actors for each project and is able to network with them

K4. Business competence in the creative economy

1. An understanding of the innovations and development trends of the creative economy and the ability to utilize the opportunities offered by them