

**SIBELIUS ACADEMY
ARTS MANAGEMENT**

**MASTER OF MUSIC 150 credits (ECTS)
Model for an Individual Study Plan (HOPS)
Malli henkilökohtaiseksi opintosuunnitelmaksi (HOPS)**

Main subject studies, min. 100 cr

Main subject studies in arts management consists of five (5) key learning modules. All the courses in the module of Arts Management Research and Methodologies must be included in the Individual Study Plan.

Course	credits	recommended year			more information, recommended semester
		1.	2.	3.	
Art, Management and Society					
pm 52 Art and value in contemporary economy	4	4			1
pm 47 Managing Art Projects with Societal Impact	5	5			1
pm 55 Entrepreneurship in the arts	4	4			1
Cultural Planning and Leadership					
pm 54 Cultural Planning and Economics	6	6			1
pm 27 Leadership in Organizations	4	4			1
pm 49 Law and the arts	4	2	2		1-2
Strategic Methods for Arts Managers					
pm 39 Strategic Management	6		6		2
pm 21 Human Resource Management	4		4		2
pm 57 Production Management	4	4			2
pm 40 Marketing the arts	6		6		2
pm53 Audience engagement and digital outreach in the arts	4			4	2
pm 43/pm 44 Financial and Managerial Accounting	6		6		2
pm 32 Fundraising and Sponsorship	4			4	3
Personal Development					
pm 56 Personal development	6	2	2	2	1-3
Arts Management Research and Methodologies					
pm58 Research Methodology 1-2	4		4		2
pmt2a-d Research Seminar	8		2	2	2-5
pmt5 Academic Writing	2		2		2
pm37 Evaluation seminars and tutorials	1			1	1-3
pmt1 Master's Thesis	40				2-5
ksm Maturity Test	0			0	3-5
Total	124	31	33	16	

OPTIONAL STUDIES / VALINNAISET OPINNOT, min. 30 credits /30 op

Optional studies, at least 30 credits, can be selected from the list below, from the courses organized by the University of the Arts Helsinki and/or other universities in Finland or abroad.

Course	credits	recommended year			more information, recommended semester
		1.	2.	3.	
Optional Studies					
pm 35 Media Relations	4		4		2
pm 25 Intercultural Communication Skills	2		2		2-3
pmv30 Cultural Industries	2			2	2-3
pmv 1 Literature	1-10			1-10	1-5; can also be completed during summer semesters 1 and/or 2
pmv 28 Project	1-12		5	7	3-5; can also be completed during summer semesters 1 and/or 2
pmv2 Work Experience	1-12		5	7	4-5; can also be completed during summer semesters 1 and/or 2
pm 46 Festival Management	5			5	3
pm 45 Music Business	5	5			1
pm 50 Leadership and organization of arts ensembles	5			5	3
pmv35a-c Current issues of arts management	1-10	2	2		1-5
m Courses at other Finnish universities	1-15				4-5; can also be completed during summer semesters 1 and/or 2
m Exchange Studies	10-30				4-5; including exchange studies abroad

All studies / Kaikki opinnot yhteensä

150 credits / 150 op

MASTER OF MUSIC 150 ECTS

pm52 Art and Value in Contemporary Economy (4 cr)

Learning outcomes

The student will learn to describe the different views of defining art and explain value and valuation in arts from different perspectives. Furthermore, the student will be able to analyse art and its value in the broader societal context, in particular in relation to the economy of contemporary societies. By the end of the course, the student is able to define the field of arts management and assess its relation to artistic, economic and societal practices of our time. After the course the student has gained knowledge to describe the historical development of arts management, the key theoretical approaches in the field, and the current environment of arts organizations and institutions.

Assessment 0-5

pm47 Managing arts projects with societal impact (5 cr, 134 hrs)

Learning Outcomes

The student will learn to identify the different aspects of the impact of arts on social, cultural, educational and economic life of societies. After the course the student is able to recognize the working styles of socially responsible arts managers and apply this knowledge to a variety of art projects that aim to engage in societal activity.

Evaluation 0–5

pm55 Entrepreneurship in the Arts (4 cr)

Learning Outcomes

The student will be able to recognize the role of arts entrepreneurship in the societal discourse and explain the main reasons and consequences of its practices. After the course the student is able to present skills and competencies vital to an arts entrepreneur and to assess the feasibility and relevance of new business generation in the field. The student will be able to identify the activities of setting up a new enterprise, creating an innovative strategy for it and finding ways to resourcing it.

Assessment 0–5

pm54 Cultural Planning and Economics (6 cr)

Learning Outcomes

The student will be able to identify local, national and European level cultural planning and recognize the role of arts managers in these processes. After the course the student is able to recognize the connections between the different authorities, policy making structures, structures of resource allocation and funding bodies in arts as well as the role of EU, Unesco and other stakeholder organizations in cultural planning practices. Finally, the student distinguishes the basics of cultural economics including the logics of demand and supply in the arts, economics of cultural industries and the characteristics of artistic labor markets.

Assessment 0–5

pm27 Leadership in organizations (4 cr, 107 hrs)

Learning Outcomes

The student will learn describe different theoretical approaches to leadership and discuss the latest trends of leadership in cultural organizations. After the course the student is able to describe the different between management and leadership as well as to apply the conceptual and practical tools of leadership in different situations and organizations.

Content

- Leadership theories
- Practices of leadership
- Organisational behaviour
- Art and leadership
- Ethics in leadership

Evaluation 0–5

Study Methods

Lectures and workshops 36 hrs

Literature and individual study, min 68 hrs

Requirements

Class attendance

Group assignment

Individual essay

pm49 Law and the Arts (4 cr, 107 hrs)

Learning Outcomes

The student will learn to identify the legal framework of arts and to know the main aspects of the copyright law, the intellectual property rights (IPR), contract-making process, and employment issues affecting the management of organizations. After the course the student will be able to discuss the role of copyright, IPR, contract, and employment issues in managing artistic productions and to update his or her knowledge on the subject.

Evaluation 0–5

pm39 Strategic management (6 cr, 162 hrs)

Learning Outcomes

The student will learn to define strategy, strategic thinking and strategic management in the context of arts. After the course the student is able to describe various theoretical views on strategic management and to apply different tools of strategic management for cultural organisations.

Content

- Theories of strategic management
- Strategic management tools
- Scenario planning
- Strategic thinking in the field of arts
- Corporate governance of arts organizations

Evaluation 0–5

Study Methods

Lectures and workshops, 40 hrs

Articles, literature and individual study, min 120 hrs

Requirements

Class attendance

Exercises and cases

Exam

pm21 Human resource management (4 cr, 107 hrs)

Learning Outcomes

The student will learn to describe the different areas of human resource management and to identify the role of HRM in the management of cultural organisations. After the course the student will also be able to define the factors relevant for successful HRM practices and to apply different conceptual and practical tools of HRM in organizations.

Content

- Theories of HRM
- Different areas of HRM such as recruiting, well-being, and competence development
- HRM in cultural organizations

Evaluation 0–5

pm57 Production Management (4 cr)

Learning Outcomes

The student will be able to demonstrate the key elements of artistic productions within different art forms and organizational contexts. After the course the student is able to use different methods and tools for managing artistic and creative productions as well as to assess the role and qualities of a production manager.

Assessment 0–5

pm40 Marketing the arts (6 cr, 162 hrs)

Learning Outcomes

The student will learn to define the main concepts, theories and trends in arts marketing. After the course the student is able to describe the role of marketing as a part of organisational management at national and international levels as well as to apply the conceptual and practical tools of marketing in different arts related projects and organisations.

Content

- Basic concepts of marketing and branding
- Arts marketing
- Marketing strategies, research and analysis
- Consumer behaviour
- Content of a marketing plan

Evaluation 0–5

The course is available to the Open University students.

Study Methods

Lectures and workshops, 36h

Creating a marketing plan, 16 hrs

Articles, literature and individual study, min 55 hrs

Requirements

Class attendance

Exam

Presentation of marketing plan

pm53 Audience Engagement and Digital Outreach in the Arts (4 cr)

Learning outcomes

The student will be able to identify the main concepts and practices of reaching and engaging existing and new audiences through methods such as educational work, audience surveys and digital means. After the course the student will be able to design a long-term audience engagement plan and assess the feasibility of digital tools as part of this plan. Furthermore, the student will be able to recognize the co-creational aspects of audience engagement and explain its role in the processes of audience engagement. The student will also be able to assess audience engagement in relation to marketing, fundraising, strategic management and other key processes of arts management.

Assessment 0–5

pm43 Financial accounting (3 cr, 80 hrs)

Learning Outcomes

The student will learn to identify the main aspects of financial planning and monitoring as well as to know the central financial terminology. After the course the student will be able to define and discuss accounting and bookkeeping as a tool for managing and controlling the arts organizations.

Content

- Concepts of financial management
- Practices of financial management
- Profit and loss account
- Balance sheet
- Basics of accounting and bookkeeping

Evaluation 0–5

Study Methods

Lectures, workshops and a vocabulary test, 20 hrs

Articles, literature, exercises and individual study, min 33 hrs

Requirements

Class attendance

Exercises

pm44 Managerial accounting (3 cr, 80 hrs)

Learning Outcomes

Target of the course is to help students understand financial management of cultural organizations. Using practical examples from opera houses, cultural centers, museums and other art institutions, the course will cover all core areas of management accounting. Most of the actors in cultural sector are non-profit organizations, and students will also learn how to use management accounting to assess the performance of such institutions.

Content

- Strategic planning
- Budgeting
- Costing

- Pricing
- Measurements and scorecards
- External financing

Evaluation 0–5

pm32 Fundraising and sponsorship (4 cr, 107 hrs)

Learning Outcomes

The student will learn to define the concepts and practices of fundraising and sponsorship in the national and international outlook. After the course the student will be able to apply the different tools of fundraising and sponsorship in the context of art.

Content

- Fundraising in the arts
- Sponsorship in the arts

Evaluation 0–5

pm56 Personal Development (6 cr)

Learning outcomes

Personal Development module provides support for the professional development of future arts managers and it continues throughout the arts management Master's degree studies. After the course, student is able to identify and apply tools for developing one's self-leadership, career and one's own specialty within the field of arts management. Furthermore, the student is able to assess the development of his/her professional identity as arts manager and characterize aspects of his/her entrepreneurial mindset. After the course students' self-awareness and skills for coaching and mentoring others have increased.

Assessment Pass/fail

pm58 Research methodology (4 cr, 107 hrs)

Learning Outcomes

The student will learn the basic theories, methods and practices of an academic research. After the course the student is able to define and assess the applicability of various research approaches and the paradigms they are based on as well as the different methods of collecting and analysing research material.

Content

- Philosophical foundations of scientific research
- Quantitative research methods
- Qualitative research methods
- Methods of collecting and analyzing research data

Evaluation 0–5

Study Methods

Lectures and workshops, 40 h

Articles, literature, and individual study, min 71 hrs

Requirements

Class attendance

Exercises

Essay

pmt2a-d Research seminar (8 cr, 214 hrs)

Learning Outcomes

The student will learn to plan a research project, identify interesting research subjects, and manage a research process for a Master's thesis. After the course the student is able to identify and discuss the tools and content of academic presentations as well as to assess the feasibility and progress of academic research projects.

Content

- Key aspects of a research process
- Content of a research plan
- Identifying theoretically and practically interesting research problem

- Form and scope of a literature review
- Structure of a Master's thesis
- Academic citation system
- Academic presentations

Evaluation Pass / Fail

Study Methods

Lectures, discussions, presentations, max 60 hrs

Collection of topical material, 16 hrs

Articles, literature, and individual study, min 138 hrs

Requirements

Class attendance

Research plan for a Master's thesis

Demonstration of the progress of a Master's thesis

pmt5 Academic writing (2 cr, 57 hrs)

Learning Outcomes

The student will learn the key aspects of academic writing in order to produce academic text. After the course the student is able to identify the correct academic style and vocabulary as well as to apply this in essay and thesis writing.

Content

- Academic writing style
- Academic vocabulary
- Argumentation in academic text
- Reference systems in academic writing

Evaluation 0–5

Study Methods

Lectures and exercises, 20 hrs

Articles, exercises and individual study, min 33 hrs

Requirements

Class attendance

Exercises

pm37 Evaluation seminar (1 cr, 27 hrs)

Learning Outcomes

The student will learn to examine and assess, with reference to future assignments, the knowledge acquired in the different modules of the programme. The student will also be able to reflect on his or her own development in the course of studies.

Content

- Evaluation of the courses
- Evaluation of the lecturers
- Self assessment

Evaluation Pass / Fail

Study Methods

Evaluation seminars 12 hrs

Individual evaluation

Group and individual tutorials

Requirements

Active participation

Written and oral evaluations

pmt1 Master's thesis (40 cr, 1068 hrs)

Learning Outcomes

The student will learn to plan and execute an academic research project and report it in the form of a Master's thesis. After completing a Master's thesis the student is able to define the content and structure of an academic study and to demonstrate some skills independent judgement on the selected topic. The student is also able to recognize and solve research problems in the field of Arts Management as well as to present the phases and results of the research in a written form.

Content

Academic research in the field of arts management

Evaluation 0–5

kss- Maturity test

Semesters 3–5

Content and Requirements

The maturity test is a written test that demonstrates the student's command of his/her mother tongue and understanding of the subject matter of his/her thesis and seminar work. If the student has gained his/her basic academic education in Finnish or Swedish, the student will write the Maturity Test in that language. If the student has gained his/her basic education in some other language, the student will write the Maturity Test in the language of his/her research.

Evaluation Pass / Fail

OPTIONAL STUDIES

pm35 Media relations (4 cr, 108 hrs)

Learning Outcomes

The student will learn to describe the ways in which arts organisations could deal with different media. After the course the student is able to identify the main theoretical approaches to media relations and to discuss the different methods of communicating with the media. The student will also be able to apply the conceptual and practical tools necessary to promote art and culture in the media.

Content

- Approaches to media relations
- Media and arts organisations
- Writing for media
- How to get your message through in the media

Evaluation 0–5

Study Methods

Lectures and exercises, 24 hrs

Articles, literature and individual study, min 33 hrs

Requirements

Class attendance

Exercises

Press release

pm25 Intercultural communication skills (2 cr, 53 hrs)

Learning Outcomes

The student will learn to define the concept of interculturalism and discuss interculturalism in the context of arts management

Content

- Aspects of interculturalism

- Communication in an intercultural context
- Implications of interculturalism in arts

Evaluation 0–5

Study Methods

Lectures and exercises, 20 hrs

Articles, literature and individual study, min 33 hrs

Requirements

Class attendance

Essay

pmv30 Cultural industries (2 cr, 53 hrs)

Learning Outcomes

The student will learn to identify the various approaches, central trends, and manifestations of cultural industry.

Content

- The concepts of cultural and creative industries
- The structure and actors of cultural industries
- Strategies in cultural industries
- The future trends in cultural industries

Evaluation 0–5

Study Methods

Individual study

Requirements

Book exam

pmv1 Literature (1–10 cr/ 53-270 hrs)

Learning Outcomes

The student will deepen the knowledge in different aspects of arts management by identifying current theoretical and practical discussion in the field and applying the information in critical essays.

Content

- Different aspects of arts management

Evaluation 0–5

Study Methods

Individual study

Requirements

Critical essay of chosen book(s)

pmv28 Project (1–12 cr, 27–320 hrs)

Learning Outcomes

The student will learn to apply his or her organizing and management skills into practice by participating in real-life projects in different arts organisations.

Content

Processes of cultural productions

Evaluation pass/fail

Study Methods

Active participation in a project

Requirements

Completion of the project

Project report

pmv2 Work experience (1–12 cr, 27–320 hrs)

Learning Outcomes

The student will learn to apply his or her knowledge in arts management by working in various demanding positions in the cultural field.

Content

- Special issues of arts management

Evaluation Pass / Fail

Study Methods

Individual study

Requirements

Written certificate from the employer

Completed work experience period

Written report

pm46 Festival management (5 cr, 134 hrs)

Learning Outcomes

The student will learn to identify the key actors, practices and structures of festival management. After the course the student is able to recognize the funding structures and key stakeholders of festivals, assess the economic impact of festivals, implement various sustainability and safety practices, and recognize the main issues in festival logistics and volunteer management.

Evaluation 0–5

pm45 Music business (5 cr)

Learning Outcomes

The student will learn the framework of music business – who are the players, how they operate and what their earning logic is. The course contains both theoretical and practical aspects on the various sides of music business. After the course, the student will understand the principles of music business and apply the acquired knowledge when working on the field.

Content

- Music Business Framework

- Marketing in Music

- Contracts in Music Business

- Finnish Music in numbers

- International song exports

Evaluation 0–5

Study methods

Lectures, 36 hrs

Individual study min 85

Organisation visits, max 10 hrs

Requirements

Class attendance

Exercises

pm 50 Leadership and Organization of Arts Ensembles (5 cr, 134 hrs), Semesters 3

Learning Outcomes

This course improves the student's understanding of the relationship between the artistic content and the leadership of that content. Arts managers must have a profound understanding of the arts that they are managing. Therefore, this course involves studying artistic processes within different art forms with the focus on how these processes are organized and led.

The objectives of this course is to become better at understanding the artistic processes in arts and what that

means from a leadership and management point of view. Students will understand how the leadership of the arts is different from other types of organizations. Furthermore, the students develop a framework for organizing arts ensembles.

Content

- Theories of collaborative leadership
- Organizing principles of the artistic process
- Action learning in arts ensembles

Evaluation 0-5

pmv35 Current issues of arts management (1–10 cr, 27–267 hrs)

Learning Outcomes

The student will learn to identify and assess various dimensions and current phenomena of arts management.

Content

- Conferences, seminars, workshops and other events fitting to the course objectives

The students must apply for the right to participate in the conferences, seminars or other events organized outside the Arts Management Master's Degree Programme. The application must describe the content of event and include a copy of the programme. The credits attained from the event will be decided by the head of Arts Management Programme on the basis of the content and extent of the event and on the amount of individual work performed by the student.

Evaluation pass/fail

Study Methods

Attendance at events, 24 hrs

Requirements

Attendance at an event

Completion of the assignment(s)

m Courses at other finnish universities (1–15 cr, 27–405 hrs)

Learning Outcomes

The student will deepen one's knowledge on the different arts management related aspects.

Content

- The content varies depending on the selected courses. The courses are always to be agreed upon with the head of department

Evaluation 0–5

Study Methods

According to the requirements of selected universities

Requirements

Class attendance

Completion of the assignments

A copy of the course certificate must be presented

m Exchange studies (10–30 cr, 270–810 hrs)

Learning Outcomes

The student will learn to broaden his or her knowledge in the field of arts management in a foreign university. The Sibelius Academy has an agreement of student exchange programmes with a number of universities abroad. Erasmus exchange programme is the most typical way of arranging exchanges. Usually the exchange study period is planned to last for 3 to 6 months.

Content

- Various arts management courses as organized by the hosting universities

Evaluation As organized by the hosting universities; these issues are always to be agreed well in advance

before the exchange takes place.

Study Methods

As organized by the hosting universities

Requirements

As organized by the hosting universities