



Department of Arts Management

ARTS MANAGEMENT

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Department of Arts Management

GENERAL Objectives of the Arts Management Master's degree (EN/FI)

The student is expected to acquire skills in leadership, economy, communication, academic research and analytic thinking that enable him/her to function in demanding expert and management positions in various fields of the arts, culture and the creative industries and as an entrepreneur.

Opiskelija saavuttaa sellaiset johtamisen, talouden, viestinnän, tutkimuksen ja analyyttisen ajattelun valmiudet, että opinnot suoritettuaan opiskelija kykenee toimimaan eri taiteenaloilla ja kulttuuriteollisuuden osa-alueilla vaativissa asiantuntija- ja johtotehtävissä sekä yrittäjänä.

LEARNING OUTCOMES of the Arts Management main subject modules (120 cr)

Main subject studies in Arts Management comprise five (5) modules. The first two focus on society and the arts at large, while the third covers the practical aspects of managing art. The fourth is a mainstreamed part of the Master's degree studies and focuses on the personal development of each student and his/her career and identity building as an arts management professional. The final module introduces students to academic research traditions and practices and provides support in writing a Master's thesis in Arts Management. The main subject modules account for 120 cr in all.

MODULE 1: Art, management and society (13 cr)

Art, management and society sets the framework for key concepts, methods and justification for the field of arts management.

A student who has completed the module is expected to:

- be capable of critical inquiry into various views on and valuations of art
- be able to identify the logics of value creation in both public and private creative enterprises
- be able to discuss the core issues of the philosophical, political and other societal contexts of artistic productions through concepts such as the creative economy and industries, cultural capital and experience economy
- recognise the reasons, interests and actors in the field of arts management
- identify the ethical aspects and societal impacts of the arts and of arts management

Module 1 consists of the following units:

- **S-AM2 Art and value in contemporary economy (4 cr)**
- **S-AM1 Managing art projects with societal impact (5 cr)**
- **S-AM3 Entrepreneurship in the arts (4 cr)**

MODULE 2: Cultural planning and leadership (14 cr)

Cultural planning and leadership provides an overview of the policies affecting the field of arts management and fosters an understanding of how to influence policy making through leadership.

A student who has completed the module is expected to:

- identify local, national and European cultural planning and recognise the role of arts managers in these processes
- be familiar with the impacts of cultural planning and able to identify key aspects of leadership theory and apply various leadership practices in the field of the arts
- distinguish the basics of cultural economics to develop a solid understanding of effective cultural leadership in the contemporary society

Module 2 consists of the following units:

- [**S-AM6 Cultural planning and economics \(6 cr\)**](#)
- [**S-AM4 Leadership in organisations \(4 cr\)**](#)
- [**S-AM5 Law and the arts \(4 cr\)**](#)

MODULE 3: Strategic methods for arts managers (34 cr)

Strategic methods for arts managers focuses on the managerial practices of arts managers. The module consists of three parts that cover the core aspects of managing and mediating organisations, projects and productions in the field of the arts: 1) *Managing the arts*, 2) *Mediating the arts* and 3) *Financing the arts*.

A student who has completed the module is expected to:

- identify the key aspects of strategic management, human resource management, and production management in the arts
- recognise the principles of co-production and co-creation in artistic and creative work
- (after the 2nd part) be able to identify and apply the key tools of strategic marketing and branding, interactive media communication and experiential stakeholder and audience engagement with or without digital outreach
- (after the 3rd part) recognise the various financial resources and opportunities of artistic organisations and enterprises
- identify the accurate practices of both internal and external accounting
- have explored the financing of the arts from the accounting perspective (financial and managerial) and the fundraising perspective (strategic partnerships, sponsorship, venture capital, public and private funding)

Module 3 consists of the following units:

I. Managing the arts (14 cr)

- [**S-AM9 Strategic management in the arts \(6 cr\)**](#)
- [**S-AM7 Human resource management in the arts \(4 cr\)**](#)
- [**S-AM12 Production management \(4 cr\)**](#)

II. Mediating the arts (10 cr)

- [**S-AM10 Marketing the arts \(6 cr\)**](#)
- [**S-AM11 Audience engagement and digital outreach in the arts \(4 cr\)**](#)

III. Financing the arts (10 cr)

- [S-AM13 Financial and managerial accounting in the arts](#) (6 cr)
- [S-AM8 Fundraising and sponsorship](#) (4 cr)

MODULE 4: Personal development (6 cr)

Personal development provides support for the professional development of future arts managers.

A student who has completed the module is expected to:

- be able to identify and apply tools for developing his/her self-governance, career planning and speciality, professional identity, entrepreneurial mindset and transferable skills
- have improved self-awareness and skills for coaching and mentoring others

This module is mainstreamed through the student's studies and accounts for 6 cr in total.

- [S-AM14 Personal development](#)

MODULE 5: Arts management research and methodologies (53 cr)

Arts management research and methodologies focuses on academic research in the field of arts management.

A student who has completed the module is expected to:

- have acquired analytical skills and abilities for looking at field-specific phenomena from various perspectives
- be able to plan, conduct and evaluate academic research and to apply both qualitative and quantitative research methods
- recognise academic vocabulary and conventions of academic writing and be able to apply these in their own academic writing
- have written an original academic text (Master's thesis) in order to explore topics of his/her interest in depth

The learning outcomes for the Master's thesis are described separately.

Module 5 consists of the following units:

- [S-AM16 Research seminar](#) (6 cr)
- [S-AM17 Research methodology](#) (4 cr)
- [S-AM18 Academic writing](#) (2 cr)
- [S-AM15 Evaluation seminars](#) (1 cr)
- [S-AMoM Master's thesis](#) (scientific; 40 cr)
- [Maturity essay](#) (0 cr)

OPTIONAL UNITS IN ARTS MANAGEMENT

- [S-AM21 Festival management](#) (5 cr)
- [S-AM24 Music business](#) (5 cr)
- [S-AM19 Intercultural communication skills](#) (2 cr)
- [S-AM20 Current issues in arts management](#) (1-15 cr)
- [S-AM23 Project](#)
- [S-AM22 Work experience](#)

UNIT DESCRIPTIONS

S-AM2 Art and value in contemporary economy (4 cr)

Module 1: Art, management and society

Learning outcomes

A student who has completed the unit is expected to:

- be able to describe the various ways of defining art and to explain value and valuation in arts from various perspectives
- be able to describe the historical development of arts management, the key theoretical approaches in the field, and the current environment of arts organisations and institutions
- be able to analyse art and its value in a broader societal context, in particular in relation to the economy of contemporary societies
- be able to define the field of arts management and assess its relation to artistic, economic and societal practices of our time

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written assignment

Oral group assignment

Written feedback from the teacher(s)

Peer review of group assignment

Teaching and learning methods

Teaching methods

- Lectures, maximum 28 h

Teachers

- Coordinating teacher, 16 h
- Visiting lecturers, 12 h

Students' learning methods

- Reading the unit material, 16 h
- Individual assignment, 33 h
- Group assignment, 30 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Priority given to Arts Management Master's-level students, but available to all students at the University of the Arts Helsinki

Coordinating teacher

NN

S-AM1 Managing art projects with societal impact (5 cr)

Module 1: Art, management and society

Learning outcomes

A student who has completed the unit is expected to:

- identify aspects of arts impact in the social, cultural, educational and economic life of societies and to recognise its impact on managing arts projects and organisations

- identify the theoretical and pragmatic aspects and issues specific to art projects that aim for societal impact
- recognise the working styles of socially responsible arts managers
- apply the knowledge to a variety of art projects that aim to engage in societal activity
- identify and design measures and indicators relevant for arts projects with societal impact

Assessment

pass/fail

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active online participation

Individual written assignment

Group assignment (online)

Written feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 4 h
- Online instruction, 28 h

Teachers

- Coordinating teacher, 32 h

Students' learning methods

- Participating in the opening lecture, 4 h
- Following the online unit structure, 28 h
- Reading the online unit material, 20 h
- Individual written assignment, 37 h
- Group assignment, 45 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM3 Entrepreneurship in the arts (4cr)

Module 1: Art, management and society

Learning outcomes

A student who has completed the unit is expected to:

- understand arts entrepreneurship as constituting the specific characteristics of the entrepreneur as well as core models of entrepreneurial activity
- be able to structure and work with various business models and apply this information to creating a model and plan of action
- have the skills and competencies vital to an arts entrepreneur
- be able to analyse the feasibility and relevance of business ideas in the field

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Entrepreneurial group project

Written assignments

Written feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 28 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Lectures, discussions, workshops, guest lectures, and an arts entrepreneurship project incorporating topics covered in the unit.
- Participants are expected to be present and participate in class discussions, exercises and the group project.
- Reading the unit material, 16 h
- Individual assignment, 33 h
- Group assignment, 30 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Unit content:

- What is success within the arts?
- The entrepreneurial mindset
- Entrepreneurial personas
- Questioning conventional wisdom
- Branding and entrepreneurship
- Networking and entrepreneurship
- Social media and entrepreneurship

Coordinating teacher

NN

S-AM6 Cultural planning and economics (6 cr)

Module 2: Cultural planning and leadership

Learning outcomes

A student who has completed the unit is expected to:

- identify local, national and European cultural planning and recognise the role of arts managers in these processes
- recognise the connections between the various local and national authorities, policy-making structures, structures of resource allocation and funding bodies in the arts
- identify the role of the EU, UNESCO and other international stakeholder organisations in cultural planning practices
- distinguish the indicators and impacts of cultural planning
- distinguish the basics of cultural economics, including the logics of demand and supply in the arts, the economics of cultural industries and the characteristics of artistic labour markets

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written assignment

Group assignment

Written feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 32 h

Teachers

- Coordinating teacher, 16 h
- Visiting lecturers, 16 h

Students' learning methods

- Reading the unit material and preparing for the lectures, 30 h
- Individual assignment, 40 h
- Group assignment, 59 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM4 Leadership in organisations (4 cr)

Module 2: Cultural planning and leadership

Learning outcomes

A student who has completed the unit is expected to:

- have a good understanding of core leadership concepts and practices
- have developed skills in identifying and arguing for the role and suitability of various forms of leadership practices in specific organisational contexts
- have improved his/her ability to lead teams working within the field of arts and culture

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit. However, a basic understanding and experience of leadership concepts is helpful.

Completion and feedback

Written case analysis (**10%** of final grade)

Individual reflection paper (**25%** of final grade)

StrengthsFinder profile including a reflection paper on the student's profile (**20%** of final grade)

Active class attendance (**20%** of final grade)

Group assignment (**25%** of final grade)

An assessment of at least 50/100 ('pass') is required for all elements of the examination in order to pass the unit. The grading of class activity is based on the perceived quality of the student's input to the learning process of the other students in the group.

Written case analysis

The case analysis is to be written individually. The main point of the case analysis is to identify what the fundamental leadership and organisational issues are, how they can be analysed and understood, and what kind of solutions might be found. The proposed solution(s) should follow logically from the analysis. The paper should be approximately 2 pages.

Reflection paper on readings

The reflection paper is to be written individually, based on reading a number of articles on aspects of leadership. The student should first read the articles listed for the session (available in Optima), then write a short summary of the key points in each topic (not each article), followed by his/her own reflections on the key points: what they mean to the student and how he/she would deal with them in terms of leadership. The paper should be between 5 and 8 pages.

Individual reflection assignment (StrengthsFinder)

The student is to submit the results of his/her Strengthsfinder test (short version), as well as an individual reflection paper (max 2 pages) based on the Strengthfinder results. In the paper the

student is to discuss and reflect on his/her personal strengths and how they could be used in his/her (current and/or future) leadership.

Group assignment

This is an assignment done in groups. Groups are required to analyse a film as a leadership case, applying theories and readings to the film and any characters who in the students' view played significant leadership roles. What did the main character and others do well (or not) according to unit material? What could the main character and others have done more effectively? What leadership lessons did the group members learn from this project? The written report is to be 4 pages, and the main findings must be presented orally.

Attendance and activity

For completion, the student is required to attend at **least 2 out of the 3 classes, as well the intensive workshop**. Students who are unable to do this must submit (no later than in May) a **learning diary** of approximately 3 pages, reflecting on the topic and the most important learning points of the seminar(s)/class(es) that the student failed to attend. A more advanced assignment must be completed for missing the workshop. Please note that the final grade is influenced by attendance (and active participation).

Written feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 28 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Reading the unit material and preparing for the lectures, 40 h
- Individual assignment, 39 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

The unit is designed to help students attain a deeper understanding of leadership in general and to discuss the latest trends in leadership in cultural organisations. Students are to be able to describe the difference between management and leadership and to apply the conceptual and practical tools of leadership in various situations and organisations.

Unit content:

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

Coordinating teacher

NN

S-AM5 Law and the arts (4 cr)

Module 2: Cultural planning and leadership

Learning outcomes

A student who has completed the unit is expected to:

- identify the legal framework that applies to the arts, including copyright law, IPR law and contract law
- recognise the role of copyright, IPR, contract and employment issues in managing artistic productions

- be able to describe the principal aspects of copyright law, intellectual property rights (IPR), the contract-making process and employment issues affecting the management of arts projects and organisations
- be aware of sources of legal knowledge to keep informed on the subject

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written assignment(s)

Written feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 28 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Reading the unit material and preparing for the lectures, 20 h
- Individual assignment, 30 h
- Group assignment, 29 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM9 Strategic management in the arts (6 cr)

Module 3: Strategic methods for arts managers

Learning outcomes

A student who has completed the unit is expected to:

- know how to define strategy, strategic thinking and strategic management and how to apply these in the context of the arts
- be able to describe and discuss various theoretical and practical views on strategic management
- be able to apply tools of strategic management for arts and culture organisations

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit. However, a basic understanding of strategy concepts is useful.

Completion and feedback

In this unit, students are evaluated by the following means of assessment:

Assignment	% of final grade
Two individual case analyses	40%

Assignment	% of final grade
Group project	40%
Class activity	20%

Case analyses

Learning outcome(s) assessed:	Ability to define strategy, strategic thinking and strategic management and to apply different tools of strategic management
Description of assignment:	Two separate individually written case analyses; <u>1,200-1,800 words</u> per analysis More details about the format for case analyses, including deadlines, will be given in class.
Quality indicators (how will it be graded; what constitutes a good assignment):	- how well theoretical concepts are integrated in the case analysis - consistency, structure, clarity of argumentation

Group project

Learning outcome assessed:	Understand strategy and apply tools of strategic management for cultural organisations
Description of assignment:	Written project assignment including oral presentation where the students are to apply the key unit concepts in a selected practical strategic situation. The group project is to be presented orally at the final session.
Quality indicators (how will it be graded; what constitutes a good assignment):	- how well conceptual frameworks are used to understand the concrete situation and context - how well recommended actions follow from the understanding of the frameworks and from the context/situation - quality of the oral presentation

Class activity

Learning outcome assessed:	Ability to describe and discuss various theoretical and practical views on strategic management
Description of assessment:	Students are expected to be present and participate in class discussions and exercises. No more than 2 lectures may be missed.
Quality indicators (how will it be graded; what constitutes a good assignment):	- active participation - raising questions that evoke discussion - relating arguments to frameworks and relevant issues

Teaching and learning methods

Teaching methods

- Lectures, maximum 32 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

Students are expected to be present and participate in class discussions and exercises. No more than 2 lectures may be missed. Class activity is evaluated based on the following criteria: active participation, raising questions that evoke discussion, relating arguments to frameworks and relevant issues

- Lectures, discussions, workshops, guest lecture(s), case analyses and discussions, and a strategy project incorporating topics covered within the unit.
- Reading the unit material and preparing for the lectures, 30 h
- Individual assignment, 40 h
- Group assignment, 59 h

Unit material

- Assigned or provided by the lecturer

Timing

Tuition given every other year

Unit overview

The purpose of the unit is to introduce students to the key concepts of strategy, strategic analysis and strategic thinking. Strategy is a universal concept that is an integrative element of all functions within an organisation. In other words, ideally a strategy communicates what the organisation should accomplish, whereas units within the organisation relate their activities to the strategy. The unit provides a number of frameworks that help in understanding strategy from various perspectives. The students' own experiences of arts and cultural organisations will provide opportunities for co-creation of knowledge.

Coordinating teacher

NN

S-AM7 Human resource management in the arts (4 cr)

Module 3: Strategic methods for arts managers

Learning outcomes

A student who has completed the unit is expected to:

- have a good command of core HRM concepts and practices
- be capable of identifying and arguing for the role and suitability of various forms of HRM practices in arts organisations

Assessment

On a scale of 0 to 5

Prerequisites

No required preceding studies

Completion and feedback

Written case analysis (40%)

Active class attendance (20%)

Individual reading diaries (40%)

An assessment of at least 50/100 ('pass') is required for all elements of the examination in order to pass the unit. The grading of class activity is based on the perceived quality of the student's input to the learning process of the other students in the group.

Teaching and learning methods

Teaching methods

- Lectures, maximum 28 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

Students are expected to be present and participate in class discussions and group work to discuss practical implications of Human Resource Management. Discussions are based on readings, case studies, questions by the lecturer and guest lecturers. Students who are not able to attend must write a learning diary in compensation. Students are required in any case to write 2–3 pages of reflections on the required readings (reading diary).

- Reading the unit material and preparing for the lectures, 20 h
- Individual assignment, 30 h
- Group assignment, 29 h

Unit material

- Assigned or provided by the lecturer

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM12 Production management (4 cr)

Module 3: Strategic methods for arts managers

Learning objectives

The student will learn practical knowledge of organising and managing cultural productions, and acquire skills to lead co-production and co-creation processes in artistic and creative work.

Learning outcomes

A student who has completed the unit is expected to:

- have practical knowledge of how to organise and manage cultural productions and the skills to lead co-production and co-creation processes in artistic and creative work
- identify the key aspects of production management in the arts
- be able to describe and formulate methods and tools for managing artistic and creative productions
- recognise and apply the variety of possibilities of co-production in creative productions
- be able to assess the role of a producer in productions
- be able to assess the qualities of a good production manager

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Practical group assignment

Written feedback from the teacher(s)

Oral feedback from the practitioners

Teaching and learning methods

Teaching methods

- Lectures, maximum 28 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Reading the unit material and preparing for the lectures, 20 h

- Group assignment, 59 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM10 Marketing the arts (6 cr)

Module 3: Strategic methods for arts managers

Learning outcomes

A student who has completed the unit is expected to:

- be able to define the principal concepts, theories and trends in arts marketing
- be able to describe the role of marketing as a part of organisational management at national and international levels
- identify marketing and branding as strategic tools in arts organisations
- be able to create and apply the conceptual and practical tools of marketing in arts-related projects and organisations
- be able to distinguish and design the customer experience of artistic events

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active participation

Individual written assignment(s)

Group assignment

Written feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 32 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Reading the unit material and preparing for the lectures, 30 h
- Individual written assignment(s), 40 h
- Group assignment, 59 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM11 Audience engagement and digital outreach in the arts (4 cr)

Module 3: Strategic methods for arts managers

Learning objectives

The student will learn 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.

Learning outcomes

A student who has completed the unit is expected to:

- know how to identify the main concepts and practices in reaching and engaging existing and new audiences through methods such as education, audience surveys and digital means
- recognise the role of audiences in organising and managing arts projects and organisations
- be able to assess audience engagement in relation to marketing, fundraising, strategic management and other key processes of arts management
- recognise the co-creational aspects of audience engagement and explain their role in the processes of audience engagement
- be able to design a long-term audience engagement plan and assess the feasibility of digital tools as part of this plan

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written unit assignment(s)

Group assignment

Written feedback from the teacher(s)

Oral feedback from the practitioners

Teaching and learning methods

Teaching methods

- Lectures, maximum 28 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Reading the unit material and preparing for the lectures, 20 h
- Group assignment, 59 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM13 Financial and managerial accounting in the arts (6 cr)

Module 3: Strategic methods for arts managers

Learning outcomes

A student who has completed the unit is expected to:

- identify the main aspects of financial planning and monitoring and be familiar with the core financial terminology
- be able to use the financial accounting data to compile information on costs and profitability
- know how to apply this information in the context of cultural organisations
- be conversant with the basics of budgeting with issues of taxation and pricing
- be conversant with and discuss accounting and bookkeeping as a tool for managing and controlling arts organisations

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Group project on financial analysis of arts organisations

Final examination

Written assignments

Written feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 32 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Reading the unit material and preparing for the lectures, 40 h
- Individual assignments, 89 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Unit content:

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

Coordinating teacher

NN

S-AM8 Fundraising and sponsorship (4 cr)**Module 3: Strategic methods for arts managers****Learning outcomes**

A student who has completed the unit is expected to:

- know the concepts and practices of arts funding and sponsoring in national and international contexts
- recognise role of 1) fundraising and 2) sponsorship as resources and opportunities of artistic organisations and enterprises
- comprehend the differences between fundraising and sponsorship
- be aware of the role of fundraising and sponsorship as a part of organisational management
- be able to create and apply tools of fundraising and sponsorship in individual projects and at the organisation level

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written unit assignment(s)

Written feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 28 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Reading the unit material and preparing for the lectures, 20 h
- Individual assignment(s), 59 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM14 Personal development (6 cr)

Module 4: Personal development

Learning outcomes

A student who has completed the unit is expected to:

- have gained support for his/her professional development as a future arts manager
- identify and apply tools for developing his/her self-governance, career and speciality within the field of arts management
- be able to assess the development of his/her professional identity as an arts manager and describe aspects of his/her entrepreneurial mindset
- recognise his/her self-awareness and skills for coaching and mentoring others

Assessment

pass/fail

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active participation

Individual written and oral assignments

Group assignments

Written and oral feedback from the teacher(s)

Peer feedback

Teaching and learning methods

Teaching methods

- Lectures, maximum 32 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Reading the unit material and preparing for the lectures, 40 h

- Individual assignment(s), 70 h
- Group discussions, 19 h
- Individual reflection on the study trip

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every year

Unit overview

The purpose of the unit is to provide support for students' professional development as future arts managers, continuing through Master's-level studies in Arts Management. This unit is only available to Master's-level students in Arts Management.

Coordinating teacher

NN

S-AM16 Research seminar 1–3 (6 cr (2 + 2 + 2 cr))

Module 5: Arts management research and methodologies

Learning outcomes

A student who has completed the unit is expected to:

- know how to plan a research project, identify interesting research topics and manage the research process for a Master's thesis
- be able formulate the relevant research questions in arts management
- be able produce a research plan
- be conversant with the academic citation system
- be able to identify and discuss the tools and content of academic presentations
- be able to assess the feasibility and progress of academic research projects

Assessment

pass/fail

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written and oral unit assignments

Written and oral feedback from the teacher(s)

Oral feedback from the peer-students

Teaching and learning methods

Teaching methods

- Lectures, maximum 60 h

Teachers

- Coordinating teacher, 60 h

Students' learning methods

- Preparing for the seminars, 40 h
- Individual written and oral assignments, 61 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM17 Research methodology 1–2 (4 cr (2 + 2 cr))

Module 5: Arts management research and methodologies

Learning outcomes

A student who has completed the unit is expected to:

- be able to recognise various perspectives in the philosophy of science and identify basic qualitative and quantitative methods and practices in academic research
- be able to define and assess the applicability of various quantitative and qualitative research approaches and the paradigms they are based on
- recognise methods of collecting research material
- be able to identify and apply a variety of methods to analyse gathered research data
- be familiar with the key aspects of research ethics

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written unit assignment(s)

Written and oral feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 28 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Reading the unit material and preparing for the lectures, 40 h
- Individual assignments, 39 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM18 Academic writing (2 cr)

Module 5: Arts management research and methodologies

Learning outcomes

A student who has completed the unit is expected to:

- know the key aspects of academic writing and thus be able to produce and communicate via academic writing
- be familiar with the correct academic style and vocabulary
- be able to apply the skills learned in the writing of essays and theses

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written unit assignment

Written and oral feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 20 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Reading the unit material and preparing for the lectures, 12 h
- Individual assignments, 22 h

Unit material

- Assigned or provided by the lecturer

Timing

Tuition given every other year

Coordinating teacher

NN

S-AM15 Evaluation seminars and tutorials (1 cr)

Module 5: Arts management research and methodologies

Learning objectives

The student will learn to examine and assess, with reference to future assignments, the knowledge acquired in the different modules of the arts management programme.

Learning outcomes

A student who has completed the unit is expected to:

- know how to examine and assess the knowledge acquired in his/her studies in the Arts Management programme, with reference to future assignments
- be able to reflect on his/her learning and development in the unit of studies

Assessment

pass/fail

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Written and oral unit feedback

Self-evaluation

Oral feedback from the teacher

Teaching and learning methods

Teaching methods

- Lectures, maximum 16 h

Teachers

- Coordinating teacher, 16 h

Students' learning methods

- Unit feedback and group discussion, 8 h
- Self-assessment, 11 h

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AMoM Master's thesis (40 cr (10 + 30 cr))

Module 5: Arts management research and methodologies

Learning outcomes

A student who has completed the unit is expected to:

- know how to design and deliver an academic research project and report on it in the form of a Master's thesis
- be able to recognise and solve research problems in the field of arts management
- be familiar with the content and structure of an academic study and demonstrate skills in independent judgement on the selected topic
- be able to present the phases and results of the research in a written academic form and language
- demonstrate a critical approach towards his/her research practices
- comply with ethical codes of conduct in academic research

Assessment

On a scale of 0 to 5

Prerequisites

Research Methodology 1–2

Completion and feedback

Individual written assignment assessed based on the specific assessment criteria for the Master's thesis

Written and oral feedback from the thesis supervisor

Oral peer feedback

Teaching and learning methods

Teaching methods

- Individual supervision on average 8 h/student

Teachers

- Coordinating teacher

Students' learning methods

- Individual work, 1,068 h

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

Maturity essay (0 cr)

Module 5: Arts management research and methodologies

Learning outcomes

The purpose of the maturity essay is for the student to demonstrate command of his/her native language or working language and understanding of the topic of his/her thesis and seminar work. If the student has received his/her school education in Finnish or Swedish, the student must write the maturity essay in that language. If the student has received his/her school education in some other language, the student must write the maturity essay in the language of his/her research plan in addition to designing and delivering an academic research project and reporting on it in the form of a Master's thesis.

Assessment

pass/fail

Prerequisites

Master's thesis

Completion and feedback

Handwritten essay on a given topic related to the student's Master's thesis topic

Teaching and learning methods

Teaching methods

- Preparing the maturity test questions and assessing the answers 2 h

Teachers

- Coordinating teacher 2 h

Student's learning methods

- Individual work 4 h

Timing

Tuition given every year

Unit overview

Coordinating teacher

NN

S-AM21 Festival management (5 cr)

Optional unit

Learning outcomes

A student who has completed the unit is expected to:

- recognise networked festival production structures by identifying the key stakeholders of arts festivals
- be familiar with the variety of resources required in festival production
- be able to identify and assess the cultural, social and economic impacts of festivals
- recognise the approach of co-production and co-creation as a strategic tool in festival context

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written assignment(s)

Written and oral feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 30 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Preparing for the lectures, 40 h
- Individual written assignment, 64 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM24 Music business (5 cr)

Optional unit

Learning Outcomes

The student will learn the framework of music business.

Learning Outcomes

A student who has completed the unit is expected to:

- be familiar with the general framework of the music industry
- recognise the principles and evolution of the music industry from both theoretical and practical viewpoints
- be able to identify actors and their operations in variety of music industry structures

- be familiar with the earning logic of various actors in the music industry
- recognise the role of digitalisation in the development of the music industry

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written assignment(s)

Written and oral feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 30 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Preparing for the lectures, 40 h
- Individual written assignment, 64 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

S-AM20 Current issues in arts management (1–15 cr)

Optional unit

Learning outcomes

A student who has completed the unit is expected to:

- be able to identify and assess various dimensions and current phenomena in arts management in terms of courses, conferences, seminars, workshops and other events consistent with the objectives of the unit

Assessment

pass/fail

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Individual assignment(s)

Group assignment(s)

Written or oral feedback from the teacher(s)

Teaching and learning methods

Teaching methods

- Lectures, maximum 12–30 h

Teachers

- Coordinating teacher, x h
- Visiting lecturers, x h

Students' learning methods

- Preparing for the lectures, 6–80 h
- Individual assignment(s), 9–100 h
- Group assignment, 0–191 h

Unit material

- Assigned or provided by the lecturer(s)

Timing

Tuition given every year

Unit overview

Students must apply separately for the right to attend conferences, seminars or other events outside the Arts Management Master's degree programme. The application must include a description of the event content and include a copy of the programme. Credits to be awarded for attending the event will be determined by the head of the department on the basis of the content and scope of the event and of the amount of individual work done by the student.

Coordinating teacher

NN

S-AM23 Project (1–12 cr)

Optional unit

Learning outcomes

A student who has completed the unit is expected to:

- be able to apply his/her organising and management skills in practice by participating in real-life projects in arts organisations

Assessment

pass/fail

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Individual written project report assessed based on the descriptions of the project, the student's role and tasks in the project, and learning during the project

Written or oral feedback from the teacher

Teaching and learning methods

Teaching methods

- Individual supervision and assessment of the project report, 4 h

Teachers

- Coordinating teacher, 4 h

Students' learning methods

- Individual work in a project and writing a project report, 27–320 h

Unit material

Timing

Tuition given every year

Unit overview

Coordinating teacher

NN

S-AM22 Work experience (1–12 cr)

Optional unit

Learning outcomes

A student who has completed the unit is expected to:

- be able to apply his/her knowledge in arts management professionally in demanding positions in the cultural field.

Assessment

pass/fail

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Individual written project report assessed based on the descriptions of the project, the student's role and tasks in the project, and learning during the project

Written or oral feedback from the teacher

Teaching and learning methods

Teaching methods

- Individual supervision and assessment of the project report, 4 h

Teachers

- Coordinating teacher, 4 h

Students' learning methods

- Individual work in an arts organisation or a project and writing a project report, 27–320 h

Unit material

Timing

Tuition given every year

Unit overview

Coordinating teacher

NN

S-AM19 Intercultural communication skills (2 cr)

Optional unit

Learning objectives

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

Learning outcomes

A student who has completed the unit is expected to:

- be familiar with the concept of interculturalism and be able to discuss interculturalism in the context of arts management
- be able to analyse communication in an intercultural context
- be familiar with implications of interculturalism in arts

Assessment

On a scale of 0 to 5

Prerequisites

There are no prerequisites for this unit.

Completion and feedback

Active class attendance

Individual written assignment

Written or oral feedback from the teacher

Teaching and learning methods

Teaching methods

- Lectures, maximum 20 h

Teachers

- Coordinating teacher, 20 h

Students' learning methods

- Reading the unit material and preparing for the lectures, 12 h
- Individual assignment, 22 h

Unit material

- Assigned or provided by the lecturer

Timing

Tuition given every other year

Unit overview

Coordinating teacher

NN

