

Estonian Academy of Music and Theatre
Estonian Business School
CULTURAL MANAGEMENT MASTER'S PROGRAMME

1	ÕPPEKAVA NIMETUS	Kultuurikorraldus Cultural Management
2	ÕPPEKAVA KOOD	112278
3	ÕPPEASUTUS(ED)	Eesti Muusika- ja Teatriakadeemia ja Estonian Business School
4	OSAKOND/KESKUS	EMTA kultuurikorralduse ja humanitaarainete keskus EAMT Center for Cultural Management and Humanities
5	ÕPPEASTE	Magistriõpe Master's Degree
6	VALDKOND	Sotsiaalteadused, ärimus, õigus
7	ÕPPEKEEL(-ED)	Inglise/English
8	ÕPIVÄLJUNDITE SAAVUTAMISEKS VAJALIKUD TEISED KEELED	Inglise/English
9	ÕPPETÖO VORM	Täis- või osakoormusega perioodiõpe
10	NOMINAALNE ÕPPEAEG	2 aastat/years
11	MAHT (EAP)	120 ECTS
12	ANTAV KVALIFIKATSIOON/ KRAAD	Sotsiaalteaduste magister Master of Arts in Social Sciences
13	LÕPETAMISEL VÄLJASTA-TAVAD DOKUMENDID	Diplom koos akadeemilise õiendiga Master's diploma, Diploma Supplement
14	LÕPUDOKUMENTE VÄLJASTAV(AD) KÕRGKOOL(ID)	EMTA ja EBS
15	KINNITAMINE	EMTA nõukogus/in EAMT Council 16.11.2011, 19.03.2014, 20.04.2016; käesolev/current 18.04.2018.
16	AKREDITEERIMINE	Akrediteeritud tähtajatu õigusega õppe läbiviimiseks, ministri kk nr 285 21.06.2013
17	ERIALA(D)	-
18	ÕPPEKAVA VERSIOON	Alates 2018/2019 õa-st
19	KESKUSE JUHT JUHTIV PROFESSOR ÕPPEKAVA KOORDINAATOR	Marko Lõhmus Annukka Jyrämä Anna-Maria Ranczakowska
20	VASTUVÕTUTINGIMUSED	Bakalaureusekraad/Bachelor's degree, rakenduskõrgharidusõppe diplom/Diploma of Professional Higher Education või vastav välisriigi kvalifikatsioon/a corresponding qualification.
21	ÕPPEKAVA ÜLDEESMÄRGID	The objective of the Cultural Management Master's Programme is to educate professional managers of arts organizations with creative leadership skills and vision; entrepreneurs promoting Estonian cultural industries in an international context; administrators and decision-makers in the field of cultural policy

		and creative industries strategies, who are able to work in and understand the working mechanisms of different cultural fields.
22	ÕPPEKAVA STRUKTUURI LÜHIKIRJELDUS	<p>Curricula (120 ECTS) content:</p> <p>Major field of study 69 ECTS:</p> <ul style="list-style-type: none"> • Environment of culture 23 ECTS • Leadership and organizational behavior 14 ECTS • Finance and marketing in the arts context 13 ECTS • Entrepreneurial thinking (12 ECTS) and Specialty Courses (7 ECTS) 19 ECTS <p>Courses related to master's thesis 14 ECTS</p> <p>Master's thesis 25 ECTS</p> <p>Elective courses min 6 ECTS (<i>elective courses, altogether 6 ECTS, have to be selected from modules MK06-MK09</i>).</p> <p>Free elective min 6 ECTS (might incl MAPSI 5, 10 or 15 ECTS).</p>
23	NÕUDED ÕPPEKAVA LÕPETAMISEKS	Completion of the study programme 95 ECTS credits: major field of study 69 ECTS, courses related to master's thesis module 14 ECTS, elective courses 6 ECTS and free elective courses 6 ECTS; defense of the Master's Thesis 25 ECTS.

24	ÕPPEKAVA PEAERIALA ÕPIEESMÄRGID (õpiväljundid ehk omandatavad/ arendatavad/erialased teadmised ja oskused, üldpädevused jms)	<p>Upon completing the curriculum, the student will be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate broad and systematic knowledge of cultural management, its main concepts, issues and research methods; 2. Display understanding of the current trends and issues of cultural management, cultural politics and creative economy; 3. Perceive interdisciplinary relations; 4. Recognize and verbalize, in a creative way, the problems and issues of cultural management, as well as solve them with appropriate methods by applying a broader background of social sciences and humanities; 5. Discuss creative leadership and arts organizations, apply new theoretical knowledge in practical work and exhibit self-analysis in a wider context; 6. Take on the responsibilities of a local/national cultural leader, manager or official, cultural entrepreneur or research worker, applying appropriate leadership and teamwork skills; 7. Transmit knowledge, professionalism and competence as teacher or instructor, display good command of performance skills; argue both verbally and in written form the various issues and underlying theories of cultural management; 8. Effectively participate in team work, both at work and in everyday life, display social responsibility and exhibit tolerance for different attitudes and values; 9. Take proper decisions in ethically complicated situations, demonstrate awareness of the moral and ethical aspects, as well as the possibilities, limitations and wider consequences of one's professional activity, discuss and argue topics and issues related to cultural life, creative industries and cultural management; 10. Evaluate critically the knowledge and skills obtained, continue further with professional studies or participate in research, both in
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	Estonia and abroad.
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25	MOODULID	<i>O – obligatory, E – elective</i>
MOODULI NIMETUS:		MA MAJOR FIELD OF STUDY, 69 ECTS MK06 - ENVIRONMENT OF CULTURE, obligatory 23 ECTS
MOODULI ÜLDEESMÄRGID:		The aim of the module is to introduce the student to the foundations and basics of cultural management as a discipline, its relations with other areas, with special focus on cultural policy making and applicable legal framework. The module intends to assist the student in obtaining the learning outcomes 1, 2, 3, 6, 7, 9 of the curriculum
MOODULI ÕPIEES-MÄRGID (õpiväljundid ehk omandatavad/ arendatavad/ erialased teadmised ja oskused, üldpädevused jms)		Learning outcomes of the module. Upon completing the module, the student will be able to: 1. Understand the context and main trends of contemporary cultural management; 2. Perceive the relations between cultural management and other disciplines; 3. Analyze the practices of cultural management; 4. Demonstrate broad knowledge of the legal framework and regulations of culture and its environment; 5. Display knowledge of the basics of cultural politics and regulations, and analyze the influence of political processes on the practice of cultural management; 6. Discuss the developments of creative economy, local and global strategies.
MOODULI ÕPPEAINED		LAW532 International Business Law 6 ECTS EBS/O MAG600 Introduction to Cultural Management 3 ECTS EMTA/O MAG601 Culture Policy Making in Estonia 2 ECTS EMTA/O MAG613 Comparative Cultural Policy 3 ECTS/EMTA/O MAG707 Cultural Theory and History of European Ideas 3 ECTS EMTA/O MAG710 Law and the Arts, Intellectual Property 3 ECTS EMTA/O MAG503 Project Work 3 ECTS EMTA/O MAG606 Ethics in Art Management 3 ECTS EMTA/E

MOODULI NIMETUS:		MK07 - LEADERSHIP AND ORGANIZATIONAL BEHAVIOUR; obligatory 14 ECTS
MOODULI ÜLDEESMÄRGID:		The aim of the module is to develop the student's knowledge and understanding of the theories of leadership and organization, as well as practical leadership, self-and team-management skills. Additionally the focus is put on the volunteer management as an important resource for cultural organizations and projects. The module intends to assist the student in obtaining the learning outcomes 5, 6, 8 of the curriculum.
MOODULI ÕPIEES-MÄRGID (õpiväljundid ehk omandatavad/		Learning outcomes of the module. Upon completing the module, the student will be able to: 1. Demonstrate knowledge of the basic theories of organizational leadership;

arendatavad/ erialased teadmised ja oskused, üldpädevused jms)	<p>2. Apply in practice the various aspects of organizational leadership theories;</p> <p>3. Discuss the specific aspects and applications of human resources and volunteer management, creative approach to leadership and project management;</p> <p>4. Display good command of modern communication, negotiation and motivation techniques;</p> <p>5. Analyze practical leadership problems and issues in the field of cultural management, relate them to theories, and discuss the results both verbally and in written form.</p>
MOODULI ÕPPEAINED	<p>MAG630 Internship 3 ECTS EMTA/O</p> <p>MAN524 Creative Leadership 3 ECTS/EBS/O</p> <p>SOC501 Organisational Behavior 3 ECTS/EBS/O</p> <p>SOC535 Cross-Cultural Communication 3 ECTS/EBS/O</p> <p>MAG631 International Study Visits 2 ECTS/EMTA/O</p> <p>MAG662 Study Visits 3 ECTS/EMTA/E</p>
MOODULI NIMETUS:	MK08 - FINANCE AND MARKETING 13 ECTS CREDITS
MOODULI ÜLDEESMÄRGID:	<p>The aim of the module is to prepare the students for independent (entrepreneurial) career in the creative sector, developing the student's knowledge and understanding of economy and market related issues, as well as improving the students financial skills and negotiation skills.</p> <p>The module intends to assist the student in obtaining the learning outcomes 1, 2, 4, 5, 6 of the curriculum.</p>
MOODULI ÕPIEES-MÄRGID (õpiväljundid ehk omandatavad/ arendatavad/ erialased teadmised ja oskused, üldpädevused jms)	<p>Learning outcomes of the module. Upon completing the module, the student will be able to:</p> <p>1. Demonstrate basic knowledge of economic and marketing issues;</p> <p>2. Discuss thoroughly the intersection of creative industries with the rest of economy;</p> <p>3. Understanding the specifics of culture in finance and marketing related issues;</p> <p>4. Apply in practice the theoretical base of economy and marketing, taking into account the specific requirements of creative sector;</p> <p>5. Perceive, analyze and find solutions for various finance and marketing related problems that emerge in cultural management practice;</p> <p>6. Write marketing plans, sponsorship proposals and develop public relations strategies for cultural institutions, and apply practical skills and experience for their realization;</p> <p>7. Display understanding of the economic and financial indicators, and the principles of budget planning and analyze them.</p>
MOODULI ÕPPEAINED	<p>FIN507 Financial Accounting 3 ECTS/EBS/O</p> <p>MAG640 Marketing the Arts 3 ECTS/EMTA/O</p> <p>MAG641 Fundraising and Sponsorship 2 ECTS/EMTA/O</p> <p>MAG649 Economics in the Arts 2 ECTS/EAMT/O</p> <p>SOC509 Media Relations 3 ECTS/EBS/O</p> <p>MAG643 Audience Development 3 ECTS/EMTA/E</p> <p>MAG646 Cultural Entrepreneurship 3 ECTS/EMTA/E</p> <p>MAG504 Taxation in Cultural Field 3 ECTS/EMTA/E</p>

MOODULI NIMETUS:	MK09 - ENTREPRENEURIAL THINKING 19 ECTS CREDITS
MOODULI ÜLDEESMÄRGID:	<p>The general aim of the module is to educate the students to understand the models and theories that work with entrepreneurial thinking and acting. The aim is not to educate only entrepreneurs, but instead to make sure, that the cultural managers studying in this program can take advantage of this way of thinking in their careers whatever their legal (employment) status will be. The special focus of the module is on the branding process and new media context.</p> <p>The module intends to assist the student in obtaining the learning outcomes 1, 2, 5, 6, 8, 9 of the curriculum.</p>
MOODULI ÕPIEES-MÄRGID (õpiväljundid ehk omandatavad/ arendatavad/ erialased teadmised ja oskused, üldpädevused jms)	<p>Learning outcomes of the module. Upon completing the module, the student will be able to:</p> <ol style="list-style-type: none"> 1. Discuss the theories and models of creative industries, digital revolution, entrepreneurial thinking and acting; 2. Use these theories and models in a scientific and practical approach towards case studies and real projects; 3. Enhance their critical thinking concerning the NPO/PO concept; 4. Enhance their critical thinking concerning employment/self employment; 5. Have a clear understanding of brand-building and communicating process, also in the new media environment; 6. Use entrepreneurial mindset and strategical approach to management in terms of creating new ways of working in the cultural management field.
MOODULI ÕPPEAINED	<p>MAN519 Project Management and Business Planning 6 ECTS/EBS/O</p> <p>MAN526 Strategic Management 6 ECTS/EBS/O</p> <p>MAG648 Specialty Seminars and Workshops for Cultural Management 7 ECTS/EMTA/O</p> <p>MAG611 Service Design 3 ECTS/EMTA/E</p> <p>MAG645 Social Media Importance for The Arts and Culture 3 ECTS/EMTA/E</p>

MOODULI NIMETUS:	MK10 - COURSES RELATED TO MASTER'S THESIS, obligatory 14 ECTS
MOODULI ÜLDEESMÄRGID:	<p>The aim of the module is to provide the student with the knowledge and skills of conducting academic research, applying different research methods and writing the final thesis, in the field of cultural management.</p> <p>The module intends to assist the student in obtaining the learning outcomes 1, 3, 4, 7, 10 of the curriculum.</p>
MOODULI ÕPIEES-MÄRGID (õpiväljundid ehk omandatavad/ arendatavad/ erialased teadmised ja oskused, üldpädevused jms)	<p>Learning outcomes of the module. Upon completing the module, the student will be able to:</p> <ol style="list-style-type: none"> 1. Understand and apply various research methods; 2. Use appropriate research method to find, formulate and solve a practical or theoretical cultural management related problem or issue; 3. Review the results and formulate proposals for a given cultural management related research problem or issue;

	<p>4. Write about the methods, process and analysis results of cultural management research in English</p> <p>5. Present and defend the thesis verbally in front of the jury.</p>
MOODULI ÕPPEAINED JA NENDE VALIKU PÕHIMÕTTED	<p>MAR125 Quantitative and Qualitative Research Methods 3 ECTS/EBS/O</p> <p>MAG731 Research Seminar 8 ECTS/EMTA/O</p> <p>MAG735 Reading Seminar 3 ECTS/EMTA/O</p>
MOODULI NIMETUS:	MANAGING ARTS PROJECTS WITH SOCIETAL IMPACT, 15 ECTS, elective
MOODULI ÜLDEESMÄRGID:	<p>To introduce the specificities relating to the art's societal impact and its effect on management in reflective and international group-work environment by providing analytical and pragmatic problematics of the factors and measures relevant for success in managing economic and social impact of arts projects. Also, to promote professional skills for responsible and professional way of working; to assess activities and obtains capabilities for multi-professional cooperation; (to strengthen the student's expertise is strengthened within Managing Art Projects with Societal Impact area.</p>
MOODULI ÕPIEES-MÄRGID (õpiväljundid ehk omandatavad/ arendatavad/ erialased teadmised ja oskused, üldpädevused jms)	<p>As a result, the student:</p> <ul style="list-style-type: none"> - is familiarized with the course topic and acquires the knowledge and understanding on the specificities relating to the art's societal impact and its effect on management. - has gained an overview of some cultural organizations, who are managing the societal impacts of arts and are able to analyze possible solutions for increasing the societal impact and ways of measuring the societal impact. - has learned a responsible and professional way of working in group. - is able to take the responsibility for and reflect on his/her strengths and weaknesses as a cultural manager in practical work situations. - acquires a responsible and professional way of working, - is able to assess his or her own activities, - has improved capabilities for multi-professional cooperation, - has strengthened the expertise within Managing Art Projects with Societal Impact area. - has improved the skills to assess his or her own activities in teamwork. - is able to present his/her project in a certain time-frame, having feedback and comments on it. - has built up the management expertise within art projects with societal impact.
MOODULI ÕPPEAINED	<p>MAG350 MAPSI Academy 5 ECTS/EMTA/S</p> <p>MAG351 MAPSI Internship 5 ECTS/EMTA/S</p> <p>MAG352 MAPSI e-course 5 ECTS A/EMTA/S</p>

MOODULI NIMETUS:	MT01 - MASTER'S THESIS 25 ECTS - Obligatory
MOODULI ÜLDEESMÄRGID:	<p>The aim of the module is to write and defend publicly a research thesis related to the field of cultural management. The research process aims at promoting the student's critical thinking and generalizing skills, as well as argumentation capacities. Upon</p>

	successful defense of the thesis, the student will be awarded Master's degree.
MOODULI ÕPIEES-MÄRGID (õpiväljundid ehk omandatavad/ arendatavad/ erialased teadmised ja oskused, üldpädevused jms)	Learning outcomes of the module. Upon completion of the module, the student will be able to: 1. Investigate practical and theoretical issues related to cultural management, and apply appropriate scientific methods; 2. Review results and make proposals for given research issues and problems; 3. Discuss in written form the methods, process and analysis results 4. Present the thesis and its results verbally and defend it in public.
MOODULI ÕPPEAINED	MAG069 Master's Thesis 25 ECTS/EMTA/EBS/O
	Elective courses min 6 ECTS – have to be selected from modules MK06-MK09
	Free elective courses min 6 ECTS might be selected from modules MK06-MK09 or MAPSI 5, 10 or 15 ECTS or freely from EAMT.