



**LUND**  
UNIVERSITY

Faculty of Social Sciences

## **SMMV34, Management and Governance of Creative Enterprises, 15 credits**

*Management och styrning av kreativa verksamheter, 15 högskolepoäng*

Second Cycle / Avancerad nivå

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### **Details of approval**

The syllabus was approved by the board of the Department of Service Management and Service Studies on 2019-10-15 to be valid from 2020-09-01, autumn semester 2020.

### **General Information**

The course is included in the fourth semester of the Master of Science (120 credits) programme in Service Management and is the third course specific to the specialisation in Culture and Creativity Management.

*Language of instruction:* English

*Main field of studies*

Service Management

*Depth of study relative to the degree requirements*

A1F, Second cycle, has second-cycle course/s as entry requirements

### **Learning outcomes**

For a Pass on the course, the student shall be able to

#### **Knowledge and understanding**

- account for key concepts and theoretical perspectives with regard to the management and governance of cultural, creative and NGO activities, and discuss them in relation to one another, and
- account for how theories and research with regard to the management and governance of cultural, creative and NGO activities relate to general theories of organisation and management in the service sector.

### Competence and skills

- identify and formulate challenges with regard to the management and governance of cultural, creative and NGO activities from different theoretical perspectives
- propose concrete solutions to these challenges
- reflect on the relationship between their own experiences and theoretical perspectives

### Judgement and approach

- adopt relevant scholarly, social and ethical perspectives to independently and critically analyse and assess different situations as well as different models' ability to contribute to solutions of challenges and argue for their position

### Course content

The course provides specialised knowledge and discussion of the management and governance of cultural, creative and NGO activities with a focus on effectiveness and efficiency and a good and ethical organisational culture. Students will gain specialised familiarity with theories and models of organisation and leadership studies encountered earlier in the programme. The specialisation is concerned with theories and models specifically addressing the conditions of cultural, creative and NGO activities.

Furthermore, the course deals with the relationship of cultural, creative and NGO activities with different external actors and stakeholders, and different ethical aspects that may need to be considered in this type of activities. The course provides students with tools to clarify and manage organisational and artistic conflicts as well as tools to be able to develop their leadership ability. It is based on concepts and perspectives presented in the courses specific to the specialisation in semester 1 and 2.

The course consists of three components:

**Component 1** introduces different theoretical perspectives on the management and governance of cultural, creative and NGO activities, and a comparison of the extent to which they differ from and share conditions and challenges with service activities.

**Component 2** expects the student to apply perspectives and models presented in component 1 by working on an analysis of different authentic situations (cases) in interaction with different organisations and activities.

**Component 3** entails an independent application of the knowledge and understanding acquired by the student on the two previous components and on earlier courses in the programme.

### Course design

The teaching consists of lectures, seminars and study visits.

Compulsory participation is required in seminars and study visits. Students who have been unable to participate due to circumstances such as accidents or sudden illness will be offered the opportunity to compensate for or re-take compulsory components. This also applies to students who have been absent because of duties relating to elected office, e.g. as a student representative.

## Assessment

The assessment is based on an individual take-home exam (6 credits), group presentations in speech and writing of case study solutions (6 credits) and an individual written assignment (3 credits).

The course includes opportunities for assessment at a first examination, a re-sit close to the first examination and a second re-sit for courses completed in the past year (catch-up exam). At least two further re-examinations on the same course content are offered within a year of a major change to, or discontinuation of, the course. After this, further re-examination opportunities are offered, but in accordance with the current course syllabus.

The examiner, in consultation with Disability Support Services, may deviate from the regular form of examination in order to provide a permanently disabled student with a form of examination equivalent to that of a student without a disability.

*Subcourses that are part of this course can be found in an appendix at the end of this document.*

## Grades

Marking scale: Fail, E, D, C, B, A.

The grade for a non-passing result is Fail. The student's performance is assessed with reference to the learning outcomes of the course. For the grade of E, the student has demonstrated acceptable results. For the grade of D, the student has demonstrated satisfactory results. For the grade of C, the student has demonstrated good results. For the grade of B, the student has demonstrated very good results. For the grade A, the student has demonstrated excellent results. For the grade of Fail, the student has demonstrated unacceptable results.

The assessed elements of component 1 (6 credits), component 2 (6 credits) and component 3 (3 credits) are each awarded one of the grades Fail, E, D, C, B or A, where E is the lowest passing grade and A the highest. The grades for the different components are calculated according to the following scale: Fail corresponds to 0 point, E corresponds to 1 point, D corresponds to 2 points, C corresponds to 3 credits, B corresponds to 4 points and A corresponds to 5 points. The aggregated grade for the course is calculated according to the formula (points for component 1 x 6/15 + points for component 2 x 6/15 + points for component 3 x 3/15). Decimals up to .49 are rounded down and decimals from .50 are rounded up.

At the start of the course, students are informed about the learning outcomes stated in the syllabus and about the grading scale and how it is applied on the course.

## Entry requirements

To be admitted to the course, the student must have completed at least 45 credits within the Master of Science (120 credits) programme in Service Management prior to the third semester of the programme, 7.5 credits of which must be from the introductory course of the programme and 7.5 credits from the introductory course specific to the student's specialisation.



## Subcourses in SMMV34, Management and Governance of Creative Enterprises

Applies from H20

- 2001 Individual Home Exam, 6,0 hp  
Grading scale: Fail, E, D, C, B, A
- 2002 Case, 6,0 hp  
Grading scale: Fail, E, D, C, B, A
- 2003 Assignment, 3,0 hp  
Grading scale: Fail, E, D, C, B, A