

Programme Description

Bachelor in Project Management for Arts and Creative Industries

Full-time

Campus

180 credits

Valid from 2024

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(LU/SADM ref. 11/23)*

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1. Introduction

1.1 About the study programme

The Bachelor in Project Management for Arts and Creative Industries is a three-year professional programme at Kristiania. The course is suitable for those who have a genuine interest in arts, culture and creative industries, preferably with knowledge of or experience from a relevant industry. Creative industries encompasses different industries within the culture and media sector (music, festivals, stage, film, TV, games, books, etc.). The programme is aimed at people who want to work as a project manager, producer, production manager, inspector or employee with HR responsibilities in these industries and who are committed to undertaking work based on outstanding collaboration and relationships with others.

In the creative industries, work is often organised through projects. These industries have undergone professionalisation both in Norway and abroad, which means that greater demands are now placed on those undertaking project management activities than previously. The industry is growing and accounts for an ever-increasing and more substantial share of the global economy. This leads to an increased need for qualified project managers, specialising in creative industries.

Specific expertise on the part of project managers is required because companies in this industry create and deliver products that are significantly different to other products. These are aesthetic expressions that communicate messages, play on emotions and create value in the form of audience and consumer experiences. This core of aesthetics, communication and creativity provides project managers in the creative industries with a set of challenges and opportunities that cannot be found elsewhere.

The programme is delivered in partnership with the creative industries and students will gain relevant practical experience through several placement periods, as well as access to an important network for future working life.

Of equal importance is the network that students will be able to develop internally on their programme and across the artistic programmes and joint projects at Kristiania. Students on this programme will gain valuable opportunities to get to know and collaborate with students on a number of different programmes, including music, performing arts, film and media. The ability and expertise to plan, manage and implement interdisciplinary projects may constitute the core expertise of the programme and students are encouraged to collaborate whenever possible.

At the same time, students must be able to take responsibility in projects and work independently on coursework, both internally at the University College and in dealings with real and potential networks and external partners.

Students will acquire the expertise to collaborate with others on artistic products, communicate with various disciplines, be proficient in relevant terminology and “language” and to understand artistic processes and the needs of the stakeholders involved. At the same time, emphasis will be placed on students developing as leaders and contributors to different types of projects and how choices and working methods can and will influence results.

Upon completion of the programme, students will have acquired the expertise to lead a project or production from start to finish with awareness of human relationships and strong communication skills. The coursework will lead to learning outcomes that can be used in working life and/or for further studies at master’s degree level, such as master’s degree programmes in cultural management and entrepreneurship, etc.

In addition to project management expertise for the creative industries, the programme will also provide students with insight into relevant fields such as *management, economics, marketing* and *law*. This means that there will be varied job opportunities upon completion of the programme and the knowledge and experience platform will be substantial.

The specific purpose of the *Bachelor in Project Management for Arts and Creative Industries* is:

- to strengthen the quality of project management within the arts, culture and creative industries
- to train knowledgeable and operational project managers with a deep understanding of arts, culture and creative industries
- to develop reflective, independent project managers with an awareness of their own leadership style, who will help shape the creative industries in Norway and abroad

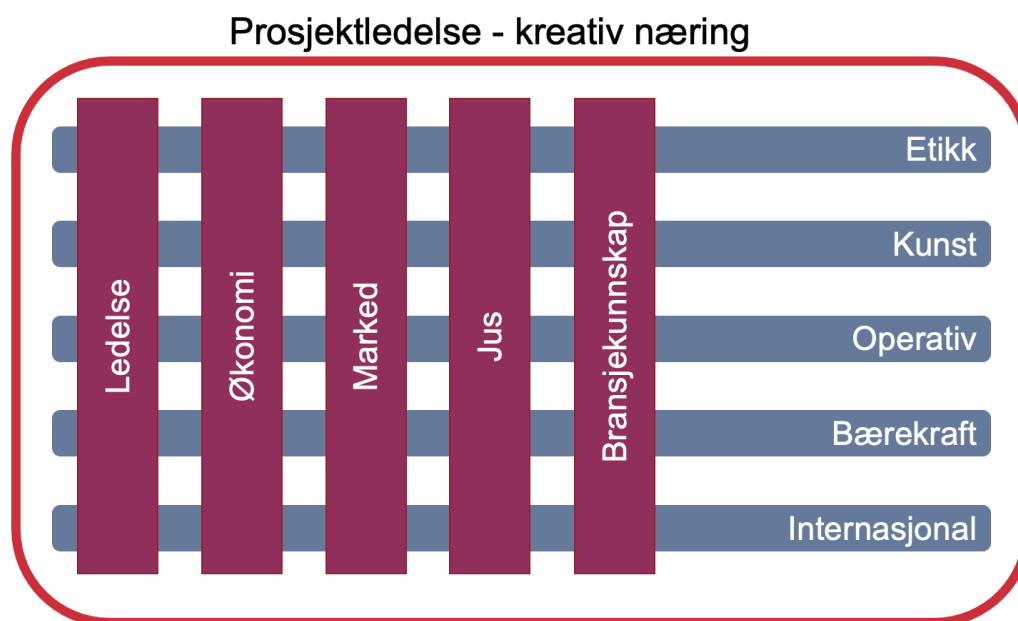


Figure 1: The academic profile of the programme – including specialist fields and programme values

Creative industries include the culture and media sectors, as well as some industries that fall outside these sectors. Specifically, we will distinguish between eleven creative industries: Architecture, newspapers and magazines, books, computer games, film, music, advertising and events, TV and radio, performing activities (performing arts, orchestras, opera and ballet/dance), education and teaching (within this industry) and visual activities (arts, design, museums and cultural heritage). There are also some adjacent industries in which the need for expertise is similar when companies depend on the creative industries. One such example is sports, where events are a central aspect and the media sector is crucial for communication and revenues alike, and e-sports, where the entire industry is based around the gaming industry. Another example is tourism, where tourists travel to experience museums, architecture, cultural heritage, festivals, operas, shows and events.

Creative industries create, produce and perform cultural expressions. In order to drive the processes towards a final product such as a concert, play or film, more or less industry-specific roles, functions and procedures have been developed. Work is often organised through projects. In the creative industries, this approach to organising work is central, as large aspects of artistic productions can be considered a single project, whether a concert, festival, TV, film production, dance performance, theatre or game production. Most of those who undertake management roles in artistic productions will work with project management to coordinate the different processes and people involved.

As a field of study, research into Creative Industries Management is relatively new, but it originates from longer traditions of similar research into parts of the industry (*Arts Management*, *Cultural Industries Management* and *Entertainment Industry Management*). Central questions in the field are how the unique structural characteristics of the industry, which originate from the core of aesthetics, communication and creativity, influence leadership and administration in the creative industries and how managers must adjust to the unique characteristics of the industry in order to achieve good results.

The following five programme values will be consistent throughout the courses on the programme. Their importance to project management within the creative industries will be highlighted in teaching from both an academic and practical context and various perspectives.

1. Ethics and ethical awareness in project management

Ethics is the reflection on morals and therefore constitutes a prerequisite for understanding democracy and critical thinking. Operational project management requires ethical awareness that permeates all actions, trade-offs and decisions relating to the individual as a manager, colleagues, the industry and society as a whole.

2. Art and awareness of the value of art and different artistic processes

Project management for arts and creative industries requires awareness of the history of the field, art history and the relationship between the arts and society. Project managers in the creative industries will encounter both business requirements and artistic requirements, which must be balanced. Project management is characterised by

an understanding of the aesthetic and creative processes that distinguish the industry from others.

3. Operational – applied knowledge and awareness

Project managers in the creative industries will contribute to creating value through strong work processes. Leading such processes requires a balance between theoretical awareness, practical skills and reflection on your own and others' work practices. Effective project management in creative industries requires good relationship skills.

4. Sustainability – awareness and interaction in projects

More sustainable creative industries require interaction between environmental, financial and social factors Tomorrow's project managers in the industry must therefore be able to balance, trade-off and coordinate environmental and social factors against artistic and financial objectives.

5. International – orientation, approach and perspective

Large parts of the creative industries have been at the forefront of digitalisation and this has led to increased international competition, but also more international opportunities. Norwegian stakeholders increasingly need to deal with foreign stakeholders and, in an industry where creative products are aesthetic expressions that communicate messages, the international approach is especially sensitive to multicultural communication.

2. Admission requirements

2.1 Formal admissions requirements

The admissions requirement for the programme will be one of the following:

- General University and College Admissions Certification
- Partial certification according to the 23/5 rule
- Prior learning and work experience

Applications based on prior learning and work experience shall be processed individually, and the applicant must document that they have the qualifications necessary to obtain the level of expertise required to complete the programme.

See Regulations concerning admission to higher education and Regulations concerning admission, courses, degrees and examinations at Kristiania University College for further information about admissions.

2.2 Recommended previous knowledge requirements

Experience and awareness of one or more relevant areas in the creative industries are recommended, as well as experience of voluntary work in projects or productions.

3. Overall learning outcomes

The overall learning outcomes set out what students are expected to know and be able to do upon completion of the programme. The expected learning outcomes are divided into the categories of knowledge, skills and general expertise. The different courses have separate learning outcomes that underpin the overall learning outcomes of the programme.

Knowledge

The candidate

- will have extensive knowledge of how management, economics, marketing and law can be applied to plan, implement and complete projects in the creative industries
- will have extensive knowledge of the industries that fall under the term creative industries and the organisation and importance of projects in these industries
- will be familiar with research within management, economics, marketing and law that is of relevance to understanding project management in the creative industries
- will be able to update their knowledge of management, economics, marketing and law that is of relevance to understanding project management in the creative industries and has a critical attitude to available research and information
- will possess knowledge of how the unique nature of art and the history of culture influences project management for the arts and creative industries

Skills

The candidate

- will be able to apply knowledge and results based on an interdisciplinary approach to the creative industries to orient themselves and make informed choices when leading projects in this industry
- will be able to reflect on their own professional practice in project management in light of knowledge of themselves as a person, employees and situations and will be able to develop and improve under supervision
- will be able to identify, assess and reference information and subject matter that is of relevance to project management in the creative industries
- will be proficient in relevant professional tools, methods and models for management, control, collaboration, communication and administration relating to projects in the creative industries and thereby able to work independently and practically on projects within the field
- will be able to manage relationships and conflicts when working on projects within the creative industries

General expertise

The candidate

- will have insight into how ethics, sustainability and internationalisation influence project management in the arts and creative industries
- will possess the theoretical and practical foundations to plan and implement projects in a way that takes into account the unique nature of the creative industries and in line with the ethical requirements and codes of conduct in the industry
- will be able to communicate theory, issues and solutions relating to project management in the creative industries in writing, verbally and through other forms of expression
- will be able to share and discuss experiences and views in interactions with others, both within and outside the creative industries, thereby helping to develop good work practices in the industry
- will be familiar with continuous developments in project management within the creative industries, both nationally and internationally

4. Study programme structure

The Bachelor in Project Management for Arts and Creative Industries is a three-year programme worth a total of 180 credits, of which 172.5 credits comprise compulsory courses and 7.5 credits comprise elective courses.

The recommended programme pathway is as follows:

Bachelor in Project Management for Arts and Creative Industries				
First semester	Introduction to Research 7.5 credits	Creative Industries 15 credits		Project Management in Practice 15 credits
Second semester	Team and Communication 7.5 credits	Project Economics 7.5 credits	Marketing and Sales for the Creative Industries 7.5 credits	
Third semester	Organisation and Management 7.5 credits	The Arts and Society 15 credits		Project Financing 7.5 credits
Fourth semester	Elective courses 7.5 credits	External supervised professional training 15 credits		Innovation and Entrepreneurship 7.5 credits
Fifth semester	Relationship Management 7.5 credits	Law and Ethics 7.5 credits	Specialisation course* 15 credits	
	Alternate pathway: exchange			
Sixth semester	Audience Development 7.5 credits	Bachelor thesis with practical training 22.5 credits		

**The specialisation course on offer is Project Management for Arts and Creative Industries. Other specialisation courses may also be offered in some academic years.*

Compulsory courses	Elective courses
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4.1 Academic progression

The first semester starts with an introduction to project management and the creative industries, in addition to an introduction to research. The second semester continues to build on project management for the creative industries and takes a more detailed look at team roles and processes, communication and conflict management. Students will also learn about cost and management accounting for projects, as well as marketing and sales for the creative

industries. During the first academic year, students will also gain practical experience through real projects and interdisciplinary collaborations with students on other artistic programmes at Kristiania. This enables students to link theory to the practical performance of project management in the creative industries.

The third semester further builds on project management and students will acquire more specific awareness of management and organisation. Students will also learn about the historical and socially beneficial importance of art and culture and gain insight into Norwegian cultural policy. The programme will further build on the economics course from the first year and will take a closer look at the funding and financing of projects within the creative industries, including application writing, sponsorship, crowdfunding, etc.

In the fourth semester, students will choose courses across disciplines, before having the opportunity to experience genuine working life in the creative industries in the form of full-time professional training spanning a longer period of time. Finally, students will receive an introduction to the tools and methods used to drive new projects and ideas in innovation and entrepreneurship.

In the fifth semester, students may participate in an international student exchange or specialise in project management, leadership and law. This semester will build on the leadership and team subjects covered in earlier semesters, with a particular focus on relationship management. Students will also receive an introduction to relevant laws and ethics for companies within the creative industries. Students who choose to participate in an international student exchange must apply for the academic recognition of alternative courses at the educational institution before departure.

The sixth semester is a specialisation semester. Students will continue to build on the marketing and methodology subjects from earlier semesters and will learn more about audience development. Students will also undertake another long period of full-time practical training to acquire in-depth knowledge of activities and companies within the creative industries. Finally, students write a thesis on an issue and specialisation they choose themselves.

4.2 Courses in the first academic year

Below you can find a more comprehensive overview of the various courses covered during each academic year. For further information about the courses, please see the course descriptions.

Course	Credits	Description
Introduction to Research	7.5	This course provides students with a fundamental understanding of social research methods so that they can develop awareness of how research is conducted and how collected data is analysed. Students will be able to ask critical questions relating to the data collection and analysis process and will

		learn to define good research questions and understand how data can be used to underpin decisions and strategic choices. The course will provide students with insights into quantitative and qualitative methods.
Creative Industries	15	Students will gain in-depth knowledge and awareness of the industries that form part of the creative industries, with a particular emphasis on the interaction between industry, art and culture. The coursework will provide students with an understanding of the unique characteristics of the industries and the interaction between industries. The course will also provide students with an overview of project management opportunities in the different industries and will help students to develop a theoretical and practical foundation for planning, leading and facilitating cultural and financial value creation.
Project Management in Practice	15	This course provides an introduction to project management and looks at fundamental concepts, methods and tools, with a focus on projects being an instrument in creating value. The course will provide students with an introduction to and practical experience of different tasks, roles and phases in different projects and productions. Students will also receive an introduction to the technical aspects associated with performing arts productions. In this course, students will collaborate with students on other arts programmes at the University College through real projects and productions.
Team and Communication	7.5	The course provides an introduction to teams as an organisational form, how to work and make decisions in teams and how to manage conflicts. This course will teach students to identify, assemble and develop good teams using various methods and tools, including various team roles and team processes. Emphasis is also placed on rhetoric and presentation technique. The course has a practical and theoretical approach where students get to work practically with the various topics.
Marketing and Sales for the Creative Industries	7.5	This course will provide students with an introduction to marketing. In order to understand marketing related to projects within the arts and creative industries, students must have a knowledge of key theories, models and concepts within the marketing profession. In this way, students are able to identify, understand and discuss, as well as solve tasks and challenges related to the marketing of experiences, products and services.
Project Economics	7.5	This course provides an introduction to and comprehensive understanding of project economics. Good cost and management accounting helps project managers to make better and more informed decisions and ensures secure frameworks around creative and artistic processes. Through this course, students will develop economic insights with an emphasis on cost awareness and the skills required for budgeting, estimation and accounting for projects in the creative industries. Students will reflect on the balance between artistic and creative processes on the one hand and economic latitude on the other hand. Sustainability and ethics in project management are also addressed, as well as new ventures and different organisational forms.

Table 1. Courses in the first academic year

4.3 Courses in the second academic year

Courses	Credits	Description
Organisation and Management	7.5	This course provides an introduction to organisations, leadership theories and leadership styles and students will gain the basis for reflection and analytical and critical thinking around their own and others' leadership styles. Moreover, the course will provide an introduction to administration and administrative tasks, with a focus on the distinction between administration and management. Students will learn about how an organisation is structured and key administrative tasks and will also receive an introduction to relevant administrative tasks that are key to the project management role.
The Arts and Society	15	This course forms the basis for the historical, sociological and political understanding of arts and culture in Norway. The artistic expressions used in the relationship between artistic autonomy and cultural capital, aesthetics and ethics and the different ways these are organised in today's society are based on previous eras. This course therefore contextualises periods and art forms using different art theory approaches to achieve a comprehensive understanding of the dynamics and challenges in the arts and culture sector. The course also provides an overview of the basic function of cultural policy and discusses current debates in arts in Norway and internationally.
Project Financing	7.5	Project financing and funding is a prerequisite for carrying out projects and productions and this course will provide the basis for a comprehensive and in-depth understanding of funding and financing for different types of projects in the arts and creative industries. Awareness around the choice of funding sources based on the nature of the project and how this can affect creativity, the arts and the project, as well as the company behind the project and other stakeholders, will be key aspects covered in this course. Students will develop an understanding of the correlation between private and public project funding based on e.g. the cultural and industry policies in effect at any time.
External supervised professional training	15	Coursework will provide students with the opportunity to experience the actual working day in creative industries and experience of working in a professional context over time, linking theory to practical performance and developing external networks. Through observation, practical performance, interaction and supervision, students will develop their professional expertise and receive training in performing work activities, independently and in collaboration with others. Reflection on your own and others' professional practice, sharing experiences and processing practical experiences are central aspects of the course.
Innovation and Entrepreneurship	7.5	Through theory and practice, the course will provide students with an introduction to the process, from idea to commercialisation. Students will learn how to apply knowledge and skills from innovation and entrepreneurship in established companies and in projects with a focus on the creative industries.

Table 2. Courses in the second academic year

4.4 Courses in the third academic year

Courses	Credits	Description
Relationship Management	7.5	This course provides an in-depth look at selected leadership theories, such as relationship management and self-leadership, with a focus on leadership development for project managers. The course aims to make students aware of their relationship skills and the importance of using these in leadership development. Moreover, the course will enable students to find confidence in their personal strengths and development areas as future project managers. Negotiation theories and techniques, as well as network building, are also part of leadership development.
Law and Ethics	7.5	This course provides an introduction to legal laws, rules and procedures relevant to businesses within creative industries. The course is also an introduction to ethics both as a theoretical and applied discipline. The course sheds light on issues and ethical dilemmas in a globalised society and in relation to more specific challenges in law. The course highlights key challenges such as media ethics, freedom of expression and harassment, as well as good business conduct in particular and violations thereof.
Specialisation course: Project Management, the Arts and Creative Industries*	15	This course is based around the core of the bachelor's degree and is a specialisation in project management, the arts and creative industries. Students will acquire in-depth knowledge of the arts and creative industries, as well as processes linked to projects within the creative industries. Students will be familiar with relevant forums and professional communities and will be able to use these to remain up-to-date with the field in general and their own specialisation in particular. This course comprises two parts. Part 1 is a joint part and consists of teaching throughout the semester. Part 2 is student-led and students will specialise in industries of their choosing as part of a group.
Audience Development	7.5	This course provides an introduction to how to succeed with audience development within the creative industries. Through this course, students will learn to gather relevant insights into the audience and their behaviour. Students will also receive an introduction to psychological principles to influence and stimulate audience behaviour. The course will provide students with an understanding of different social research methods used to obtain insights for use as the basis for decision-making.
Bachelor thesis with practical training	22.5	This course entails the students' specialisation course on a chosen research question and specialisation. The coursework will provide students with an introduction to various academic and artistic research methods, as well as academic supervision on how to design the thesis. The course includes a period of external supervised professional training. The training will be closely linked to students' work on the bachelor thesis.

Table 3. Courses in the third academic year

*Students electing to undertake an international student exchange during the fifth semester must apply for recognition of alternative courses at the educational institution they will be completing their student exchange at.

*Other specialisation courses may also be offered in certain years.

4.5 Elective courses and supervised professional training

During the fourth semester, students on the Bachelor in Project Management for Arts and Creative Industries will choose elective courses totalling 7.5 credits. Students can choose from a large portfolio of elective courses across disciplines. Up-to-date information on the available options can be found on the Kristiania University College website and through the learning platform.

This programme includes supervised professional training throughout the three-year period of the programme. There will be both internal supervised professional training, during which students will work in an interdisciplinary fashion as part of projects together with students on other arts programmes and several external placement periods during which students will work at a chosen organisation of relevance to the arts and creative industries.

5. Teaching and assessment methods

The courses and study work in the Bachelor in Project Management for the Arts and Creative Industries will lead students towards the learning outcomes described in Chapter 3 of this programme description. Kristiania strives to accommodate students' work through a proper learning design, which means that students will encounter a variety of learning activities and assessment methods during their period of study and these will be of relevance to the working life students will enter after completing their training.

Kristiania is committed to delivering teaching that is relevant to working life and will, in addition to relevant teaching and assessment methods, accommodate students so that they can develop their skills through internal projects and external placement periods. This work will require significant independent effort on the part of students. Students must expect a certain amount of additional working hours in connection with projects and practical assignments/placements. Theory and practice form a didactic unity. In order to fully achieve the learning outcomes of the course, it is important that students work extensively on each course, are physically present and actively participate in productions and projects.

The main features of the coursework will involve:

- Teaching which consists of knowledge dissemination, presentations, discussions, case studies and creative processes
- Academic supervision, individually and in groups, providing students with the opportunity to try different roles and activities relevant within the creative industries through internal projects and external placement periods.
- Writing assignments, presentations, and exams in which students demonstrate the overall learning outcomes for the various courses, as well as verbal and written communication skills.
- Internal and external creative processes where students, together with others, work through a creative process up to a shared result
- Collaboration with internal and external actors where students utilise the necessary knowledge in order to perform project management tasks in a satisfactory manner

Students may be assessed throughout courses, for example by fellow students and teachers for the purpose of increased levels of learning and through examinations for the purpose of measuring performance in a subject. This will lead to a grade on the grade transcript. In its entirety, the study programme will provide students with extensive experience in project management for the arts and creative industries.

In addition to timetabled teaching, Kristiania offers other academic resources, including administrative staff, librarians, digital learning resources (such as online videos) and student mentors. These may be contacted by individual students as needed.

Each course description will provide an overview of the teaching and assessment methods applicable to the course in question. For supplementary information about examinations and compulsory activities, please refer to the Kristiania website.

6. Internationalisation and international student exchanges

Students on the *Bachelor in Project Management for the Arts and Creative Industries* may participate in an international student exchange and general teaching contributes to internationalisation in several different ways.

6.1 Internationalisation programmes

The Bachelor in Project Management for Arts and Creative Industries has arrangements in place for internationalisation that place the field in an international context and mean that students will be exposed to a diverse range of perspectives throughout the programme. Internationalisation programmes may make use of a number of resources, such as the use of international literature, international visiting lecturers, foreign students undertaking a student exchange at Kristiania or supervised professional training abroad (this list is not exhaustive). The course descriptions provide further information about the specific internationalisation programmes for each course.

6.2 International student exchange programmes

Student exchanges for students on the Bachelor in Project Management for Arts and Creative Industries take place during the fifth semester. Kristiania has entered into agreements with several international educational institutions that provide the opportunity to complete parts of the programme abroad. Students must apply for academic recognition of the desired courses at the educational institution they wish to undertake their student exchange at prior to departure.

The following educational institutions abroad are relevant to the Bachelor in Project Management for Arts and Creative Industries:

- SRH Berlin University of Applied Sciences
- Southampton Solent University
- Copenhagen Business Academy

A complete list of collaboration partners is available on the University College's website.

Kristiania participates in the following mobility programmes:

- Nordplus in the Nordic and Baltic countries
- ERASMUS+ in Europe

- “Exchange” or “Study Abroad” programme, for students within and outside Europe.

In order to participate in a student exchange, the student must be attending a degree-conferring programme and must have achieved at least 60 credits at Kristiania by the departure date. For both campus-based and online programmes, the exchange will be campus-based.

In order to be able to apply to participate in student exchange programmes, requirements usually apply in relation to standardised study progression, grades and personal motivation statements. Evidence of creative/portfolio work may also be required and Kristiania may conduct interviews for exchange applicants. Please note that there is a limited number of exchange student places available at these institutions.

The list of partner institutions and mobility programmes is subject to change and up-to-date information is published on the Kristiania website.