



Faculty of Social Sciences

## **SMMX34, 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 Studies on 2025-03-05 (STYR 2025/633). The syllabus comes into effect 2025-03-05 and is valid from the autumn semester 2025.

### **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 study* Specialisation

Service Management      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, and
- reflect on the relationship between their own experiences and theoretical perspectives.

## Judgement and approach

- independently and critically analyse and evaluate various situations as well as the ability of different models to contribute to solving challenges from relevant scientific, societal, and ethical perspectives, and argue for their standpoint.

## 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. The course deepens the student's familiarity with organisational theory and leadership theory as well as models that the student has encountered in previous courses 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 modules:

**Module 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.

**Module 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.

**Module 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.

Participation in seminars is mandatory. Absence will be compensated with replacement activities later during the course or closely connected to the course.

Participation in study visits is also mandatory. In case of non-participation in the study visit, the student is referred to the next course session.

## Assessment

The assessment is based on

- Individual written exam (6 credits), module code 2501
- Case in group (6 credits), module code 2502
- Individual written assignment (3 credits), module code 2503

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.

## Grades

Grading scale includes the grades: U=Fail, E=Sufficient, D=Satisfactory, C=Good, B=Very Good, A=Excellent

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 grade for the entire course is determined as follows:

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 60 credits within the Master's of Science programme in Service Management, 30 credits of which must be from courses during programme semester 1 and 15 credits must consist of the course in methods.

## Further information

The course cannot be included in the degree together with SMMV34 Management and Governance of Creative Organisations (15 credits).