

**COURSE DATA****DATA SUBJECT**

Code: 46828
Name: Cultural Planning
Cycle: Master's Degree
ECTS Credits: 3
Academic year: 2025-26

STUDY (S)

Degree	Center	Acad. year	Period
2270 - Master's Degree in Cultural Management	Facultat de Ciències Socials	1	First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
2270 - Master's Degree in Cultural Management	Planificación cultural	COMPULSORY

COORDINATION

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SUMMARY

Cultural Planning is a compulsory subject taught in the first four-month period of the Master's in Cultural Management. The main objective of this subject is to introduce the student to an innovative approach to management (strategic direction), which can undoubtedly be applied to the specific context of the arts and culture. The development of this subject will allow the student to become familiar with the basic tools of strategic direction, which will allow him to be able to make strategic plans. This knowledge and skills will enable the student to make management decisions, both in the arts sector and in the cultural industry. More specifically, this subject sets the following objectives for students:

- To gain in-depth knowledge of the application of market and environmental information to the cultural field and its implication in strategic direction and decision-making as an information system.
- To consider the usefulness of management tools in real scenarios with real data and to reflect on their implications.

The achievement of the above objectives must be achieved through a series of generic contents, which are



detailed in later sections.

PREVIOUS KNOWLEDGE

RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

There are no specified enrollment restrictions with other subjects of the curriculum.

OTHER REQUIREMENTS

COMPETENCES / LEARNING OUTCOMES

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Collaborate effectively in work teams, assuming responsibilities and leadership roles and contributing to collective improvement and development.

Contribute to designing, developing and implementing solutions that address social demands, taking the Sustainable Development Goals as a reference.

Demonstrate critical and self-critical reasoning within the field of study, considering aspects such as professional ethics, moral values and the social implications of the different activities carried out.

Have the necessary skills to lead cultural management projects.

Have the necessary skills to plan comprehensive cultural management projects.

Know how to apply market and environmental information in the field of culture and its implication in strategic management and decision-making as an information system.

Know how to detect market needs in the cultural services sector.

Know how to lead multidisciplinary teams working on cultural management projects in organisations and institutions.

Know how to structure a strategic plan for a cultural organisation or institution.

Know the different keys to cultural policy at local, regional, national and European levels.

Know the different organisational models and structures present in cultural management, and the systems and techniques to optimise them.

Plan short-, medium- and long-term material and human needs for a management area, service or team in cultural institutions and organisations.



DESCRIPTION OF CONTENTS

1. Introduction to strategic thinking for the cultural sector: basic concepts

Culture as the central axis of territorial development strategies in a globalized world: the common thread between culture, creativity, innovation and development. The governance paradigm in the face of a complex scenario: anticipatory knowledge and network organization. The role of culture in the face of the SDGs. Strategy: concept, components and levels. The strategic management process: mission, vision and values ¿¿that guide it

2. Strategy formulation: diagnosis as a key tool for designing the strategic plan

Analysis of the significant context: spatial and temporal framework. Design of the representative model of the reality under study: dimensions and explanatory variables. Conflict analysis. Identification of actors (interests, expectations and positionings) Statistical sources and information systems for strategic planning. Analysis of future prospects (scenarios and trends). The SWOT synthesis scheme.

3. From strategy to action: implementation and evaluation

Keys for designing an action plan (Plans, programs and projects) Organizational and financial implications of the strategy (transversality and multilevel nature). Communication as an essential factor. Basic keys to strategic evaluation (indicator systems and feedback).

4. Case studies

This section presents two significant cases that exemplify the application of cultural strategic planning in the field of music, both at a local and transnational scale. These cases allow us to understand culture as a vector of territorial development and analyze the governance and cooperation mechanisms involved.

1. Musical strategic planning: Valencia Music City

The case of Valencia Music City represents a commitment to incorporating music into the city's urban development strategy. Based on a participatory and multisectoral diagnosis, a strategic plan has been developed that integrates musical culture as a transversal element of urban, economic and social policies.

This case allows us to analyze, among others:

- The definition of mission, vision and values ¿¿aimed at positioning Valencia as a creative and sustainable musical city.
- The application of tools such as SWOT and stakeholder analysis to identify local strengths (living musical ecosystem, creative talent, cultural spaces) and challenges (gentrification, job insecurity in the cultural sector).
- The alignment with the SDGs, especially in aspects such as decent work, social inclusion and the promotion of sustainable communities.
- The governance between public administration, private sector and associative/social fabric.
- The articulation of plans and projects that integrate culture and, specifically, music in city design (cultural tourism, urban innovation, artistic education, etc.).

2. Coordination in transnational networks: Music Cities Network

The Music Cities Network is a transnational network of cities that cooperate to promote music policies as a driver of urban development, with an approach based on creativity, innovation and knowledge exchange.

This case allows us to analyze, among others:

- Network organization and multilevel cooperation as a response to the global challenges of the creative industries.



- The identification of good practices in cultural planning, artistic mobility, international promotion and support for musical infrastructures.
- The shared use of information systems and cultural indicators for strategic decision-making.
- The construction of futures and scenarios based on the exchange of experiences between different cities.
- The impact of these initiatives on the international projection of member cities and their capacity to attract talent, investment and cultural tourism

WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Theory	10,00
Classroom practices	6,00
Total hours	16,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	0,00
Independent study and work	0,00
Preparation of lessons	34,00
Preparation for assessment activities	0,00
Resolution of case studies	0,00
Total hours	34,00

TEACHING METHODOLOGY

In the teaching-learning process of "Cultural Planning" different teaching methods will be used. Participatory master classes will be used to expose the student to the most complex concepts and give a general overview of the topic. In any case, teaching methods that seek the involvement of the student in their teaching-learning process will be used. The choice of these methods is justified because they favor teacher-student interaction and student-student interaction and, more importantly, they enable the development of social skills and abilities. For each session, students must carry out prior work that will materialize in answering a series of questions related to the topic to be discussed in the session. This prior work, carried out by the student, will allow each of the theoretical-practical sessions to begin with a question to be resolved that will encourage the participation of the students and then present the basic concepts that will be addressed in each of the topics. The topic will end with a short summary highlighting the objectives that must be met after studying said topic. In each session, student participation will be encouraged, so that they can seek to apply the concepts presented to the specific context of cultural organizations.

EVALUATION

The assessment of the acquired knowledge as well as the control of the learning will be carried out in the



following way. First, regular attendance at the sessions, as well as the effort and quality of the interventions in each of the sessions (20%). Second, the delivery and discussion of the analyzed cases selected by the students where the application of the contents worked on in class is demonstrated (80%).

REFERENCES

- Rausell, P. Abeledo , R. (2007) Cultura. Estrategia para el desarrollo local <https://www.cervantesvirtual.com/obra/cultura-estrategia-para-el-desarrollo-local-0/>
- Abeledo , R.; Rausell, P. Serrano, V (2015) La cultura como factor de innovación socio-económica en el medio rural:el caso del clúster de artesanía artística de La Città Europea dei Mestieri dArte (CITEMA) <https://culturayciudadania.cultura.gob.es/dam/jcr:431cf8fb-0d1f-4c76-a643-5df3e5ab4d45/la-cultura-como-factor-de-innovacion.pdf> Manito Lorite, F. (2023) Planificación cultural pública en Manual Atalaya de Gestión Cultural <https://atalayagestioncultural.uca.es/4-2-planificacion-cultural-publica/> Ruiz Navarro, J. (2023) La planificación y dirección estratégica de la cultura en Manual Atalaya de Gestión Cultural <https://atalayagestioncultural.uca.es/4-1-la-planificacion-y-direccion-estrategica-de-la-cultura/> VV.AA (2020) Monográfico Cultura y Desarrollo Sostenible. Revista Periférica <https://revistas.uca.es/index.php/periferica/issue/view/435>