

## PROGRAMME SPECIFICATION

### KEY FACTS

Programme name	Culture, Policy and Management
Award	MA
School	School of Communication & Creativity
Department or equivalent	Department of Media, Culture & Creative Industries
Programme code	PSCPTM
Type of study	Full Time      Part Time
Total UK credits	180
Total ECTS	90

### PROGRAMME SUMMARY

The MA in Culture, Policy and Management is concerned with the creative economy (which comprises of the activities from film, music, writing, computer games to live performance and art practice), which is one of the fastest growing areas of economic and social activity. The focus is on all of the challenges of coordinating necessary activities that support and sustain cultural and creative activities: both behind the scenes, and in terms of policy and governance.

The programme's perspective is the intersection of management and governance of the creative economy; and, the fast changing fields of innovation and creativity. The MA is structured around a spine of four core modules which act as the core of the programme: culture, cultural policy, managing organisations and Introduction to research. In addition, students choose four further options to reflect specific particular interests, including: Audiences and Marketing, Fundraising for the Cultural Sector, Freelancing and Entrepreneurship, Digital Cultures, Creative Cities, Mediating Gender and Sexuality, and Globalization and identity. The MA culminates in a 13,000 - 15,000 word dissertation which can help to both synthesise the learning journey, and act as a 'calling card' to employment.

Students will develop skills to manage across: different arts and cultural forms; and balancing economic and the cultural values; as well as community, and individual interests. Course work undertaken on the MA aims to shape the student's professional competencies. This includes written and verbal reviews, essays, reports and the analysis of case studies. Students have the opportunity to apply theory and practice as these pertain to the work place at operational, strategic or research levels. This flexibility is reflected in the career destinations of MA CPM graduates who find employment across all sub-sectors and occupational areas of the creative and cultural sector (in the UK and internationally) and in the sustained rate of employability of over 80 percent.

#### Aims

- Encourage students to participate in a vibrant, intellectually challenging and informative debate about the relationship between culture, policy and management;
- Provide students with wide-ranging and in-depth knowledge of contemporary issues in culture, policy and management studies;

- Suit the individual needs of students at different stages of their careers;
- Enable students to experience, develop advanced knowledge and understanding of, and research different facets of, the cultural sector;
- Provide students with the opportunity to immerse themselves within the creative and cultural sectors;
- Develop the competencies necessary to carry out, commission and use research pertinent to the cultural sector; and
- Help students to become key players leading and managing organisations or policy in the cultural sector.

#### Postgraduate Certificate

Following successful completion of the postgraduate certificate in Culture, Policy and Management you will have an understanding and critical appreciation of the range of theories and foundational concepts and approaches of the subject fields of culture (drawing upon cultural studies and theories of the creative economy), policy (focusing on the history and current examples, and issues in cultural and creative industries policy making) and management (how management knowledge and insights are articulated to both the for, and not for profit cultural sectors); moreover you will appreciate how these are interwoven both with one another, and further situated in a multidisciplinary setting. Students taking the Postgraduate Certificate substitute the core module Introduction to Research, with an elective module of their choice.

#### Postgraduate Diploma

Following completion of the Postgraduate Diploma in Culture, Policy and Management you will, in addition to the above, have the opportunity to deepen and widen your knowledge of the application of debates about culture to specific areas based on a choice of elective modules.

#### MA

Following completion of the MA Culture, Policy and Management you will in addition to the above have completed training in research methods, developed and executed a substantive individual project/dissertation that expresses your in-depth understanding of a particular facet of culture, policy and management.

### WHAT WILL I BE EXPECTED TO ACHIEVE?

**On successful completion of this programme, you will be expected to be able to:**

#### Knowledge and understanding:

- Understand critically the philosophical and cultural contexts that inform current issues and debates in the fields of culture, policy and management

- Develop knowledge and understanding of theoretical frameworks and substantive literature necessary for a thorough understanding of a range of current developments in culture, policy and management and their interrelation
- Understand critically and evaluate political and economic frameworks that underpin, shape and inform the practice of management, policy making and related fields in the cultural sectors in the UK and elsewhere
- Engage with a variety of theoretical approaches and conceptual terms in the analysis of key issues in culture, policy and management
- Understand, analyse and evaluate, at an advanced level, professional specialism that contribute to the policy making and management of the cultural sector
- Develop knowledge of the methodological procedures used to study a wide range of practical and substantive issues in the fields of culture, policy and management

Skills:

- Identify and apply analytical and critical frameworks to their own research and professional practice
- Evaluate and integrate the theories and practices of cultural policy and management
- Identify and analyse the key factors (internal and external) most likely to affect the practice of cultural policy-making and management
- Communicate effectively through a range of written or verbal formats and be able to engage confidently in academic and professional communication
- Critically evaluate research and the appropriateness of the methodologies used for, by and within the cultural sector
- Theorise and communicate the principles of cultural policy and management to a wide range of stakeholders
- Apply a variety of management techniques and principles to the circumstances that pertain in the cultural sector
- Synthesise information/data from a variety of sources
- Carry out a small independent research project
- Take responsibility and manage yourself and your time in order to work effectively and independently to meet deadlines
- Demonstrate the skills necessary to plan, conduct and analyse original research in a cultural policy or management context and to present informed arguments based on evidence

- Think and plan strategically
- Demonstrate original thinking that is supported by robust and critical research
- Apply problem solving to a range of situations and apply creative solutions

#### Values and attitudes:

- Demonstrate an understanding of the need for greater diversity within the cultural sector through respecting and tolerating others and their views
- Correctly acknowledge and reference the work of others
- Show consideration for the rules and regulations of the University and other organisations with which s/he come into contact
- Recognise and respond to the ethical issues pertinent to the cultural sector
- Gain an independent, enquiring and strategic approach to problem-solving as a 'learning' and reflective professional

#### **HOW WILL I LEARN?**

Knowledge and understanding will be acquired through lectures, seminars, tutorials, visits, workshops, verbal and written feedback, plus personal research from a wide range of resources.

Values and attitudes will be learnt implicitly throughout the programme, through debate. Teaching and learning will be delivered through tutorials, group work, case studies, lectures, visits and independent research.

Skills will be developed through assignments, and group-learning activities such as seminars, tutorials, workshops or field-based activities.

#### **WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?**

##### Assessment and Assessment Criteria

Work will be assessed through a mix of written assignments, presentations and a dissertation.

Referencing others' work will be formally assessed as a part of the marking criteria across all forms of marked assignments. The students' approach to particular ethical issues may well be assessed in so far as these implicitly or explicitly inform decisions or debates within the sector. Other values and attitudes will not be assessed, but are expected to be a fundamental to students' work.

Assessment Criteria are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment

can be measured. Grade- Related Criteria are descriptions of the level of skills, knowledge or attributes that you need to demonstrate in order achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks. Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task.

### Feedback on assessment

Feedback will be provided in line with our Assessment and Feedback Policy. In particular, you will normally be provided with feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. For end of module examinations or an equivalent significant task (e.g. an end of module project), feedback will normally be provided within four weeks. The timescale for feedback on final year projects or dissertations may be longer. The full policy can be found at: <https://www.city.ac.uk/about/education/quality-manual/6-assessment>

### Assessment Regulations

In order to pass your Programme, you should complete successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits. You also need to pass each Programme Stage of your Programme in order to progress to the following Programme Stage.

*Please insert a statement on how Programme Stages will be weighted.*

The pass mark for each module is 50%. *Please insert a statement saying whether some or all modules require students to achieve a minimum qualifying mark in the different assessment components within those modules and, if so, what the rule is/whether the details will be found in the module specification.*

If you fail an assessment component or a module, the following will apply:

1. Compensation: where you fail up to a total of 20 credits at first or resit attempt (15 for a Postgraduate Certificate), you may be allowed compensation if:
  - Compensation is permitted for the module involved (see the What will I Study section of the programme specification), and
  - It can be demonstrated that you have satisfied all the Learning Outcomes of the modules in the Programme, and
  - A minimum overall mark of no more than 10% below the module pass mark has been achieved in the module to be compensated, and
  - An aggregate mark of 50% has been achieved overall.

Where you are eligible for compensation at the first attempt, this will be applied in the first instance rather than offering a resit opportunity.

If you receive a compensated pass in a module you will be awarded the credit for that module. The original component marks will be retained in the record of marks and your original module mark shall be used for the purpose of your Award calculation.

2. Resit: where you are not eligible for compensation at the first attempt, you will be offered one resit attempt.

If you are successful in the resit, you will be awarded the credit for that module. The mark for each assessment component that is subject to a resit will be capped at the pass mark for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the components that you passed at first attempt.

If you do not meet the pass the requirements for a module and do not complete your resit by the date specified you will not progress and the Assessment Board will require that you be withdrawn from the Programme.

If you fail to meet the requirements for the Programme, the Assessment Board will consider whether you are eligible for an Exit Award as per the table below.

If you would like to know more about the way in which assessment works at City, please see the full version of the Assessment Regulations at:

[https://www.city.ac.uk/data/assets/pdf\\_file/0007/453652/s19.pdf](https://www.city.ac.uk/data/assets/pdf_file/0007/453652/s19.pdf)

## WHAT AWARD CAN I GET?

### Master's Degree:

	HE Level	Credits	Weighting (%)
Taught	7	120	67
Dissertation	7	60	33

Class	% required
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With Distinction	70
With Merit	60
Without classification	50

### Postgraduate Diploma:

	HE Level	Credits	Weighting (%)
Taught	7	120	100

Class	% required
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With Distinction	70
With Merit	60
Without classification	50

### Postgraduate Certificate:

	HE Level	Credits	Weighting (%)
Taught	7	60	100

Class	% required
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With Distinction	70
With Merit	60
Without classification	50

## WHAT WILL I STUDY?\*

Module Title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Culture	AMM429	15	C	N	7
Cultural Policy	AMM432	15	C	N	7
Managing Organisations	AMM406	15	C	N	7
Introduction to Research	AMM424	15	C	N	7
Audiences and Marketing	AMM408	15	E	Y	7
Fundraising for the Cultural Sector	AMM419	15	E	Y	7
Digital Cultures	AMM421	15	E	Y	7
Creative Cities	AMM445	15	E	Y	7
Mediating Gender and Sexuality	AMM446	15	E	Y	7
Digital Product Innovation	PBM011	15	E	Y	7
MCCI Research Methods	MCM003	15	E	Y	7
Freelancing and Entrepreneurialism in CCI	COM100	15	E	Y	7

#### Dissertation component

Module Title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Dissertation	AMM403	60	C	N	7

You will be required to take 60 credits elective modules. You can take a module from another department if you want, but in this case you can only select up to one module from the pool of other discipline modules listed above.

Part time students complete two core modules in Year One: 'Culture' and 'Cultural Policy' (30 credits). In Year Two, they complete the other three core modules: 'Managing Organisations', 'Introduction to Research' and 'Dissertation' (60 credits). They complete their 60 credits elective modules in the course of their two years, with a minimum of 30 credits elective module completed in Year One.

*\*Please note that this is an indicative list. These modules are subject to change depending on staff availability, student demand and some are offered on a biennial basis. There is no guarantee that every elective module listed above will run.*

#### **TO WHAT KIND OF CAREER MIGHT I GO ON?**

MA CPM graduates find employment across all sub-sectors and occupational areas of event management, museums or fashion; and from marketing to policy, management, production, outreach/education or fundraising. Employment absorption for recent cohorts was above 80 percent.

Recent past graduates went on to work in organisations such as the Tate Modern, The Victoria and Albert Museum, Wellcome Trust, Theatre Royal Stratford East, Motiroti, Museum of London, Secret Cinema, Sage Gateshead, Royal Opera House, Artichoke, Redbridge Leisure and Arts Service, Albion Media. Non-UK organisations included, for

example, the Radio and Television of Slovakia, Arts Council of Singapore, Accenture (consultancy), UNESCO, Ultima Oslo Contemporary Music Festival, Qatar Museums Authority, Lincoln Centre for the Performing Arts, Hellenic History Foundation, Christian Dior, Culture Ministry of China.

If you would like more information on the Careers support available at City, please go to: <https://www.city.ac.uk/careers/your-career>

#### **WHAT STUDY ABROAD OPTIONS ARE AVAILABLE?**

N/A

#### **WHAT PLACEMENT OPPORTUNITIES ARE AVAILABLE?**

No placement opportunities are offered directly as part of the programme; however, internship opportunities as part of the student's informal learning strategies are encouraged. Your personal tutor will help you determine how an internship might fit with your studies and how to proceed.

#### **WILL I GET ANY PROFESSIONAL RECOGNITION?**

N/A

#### **HOW DO I ENTER THE PROGRAMME?**

A typical applicant would have gained an upper second class honours degree (2.1), have a good knowledge of, or a demonstrable interest in, the cultural sector, or demonstrate through work experience their appropriate level of expertise and academic ability.

Candidates whose first language is not English, and who neither live nor work in an English-speaking environment, will be asked to provide further evidence of competence in the English language. This may be demonstrated through: (a) evidence of prior university level study in English, or (b) IELTS (minimum 7.0 writing and overall well balanced score of 6.5 across all areas), or (c) Cambridge Certificate of Proficiency in English (minimum acceptable grade C).

Applicants need to submit an online application, and provide two references that relate to the past experience via the City University portal

##### **APL/AP(E)L Requirements**

Applicants who have already successfully taken elective modules from the MA in Culture, Policy and Management programme as an occasional student can be accredited for prior learning.

However these must have been taken within 3 years of making an application for the Postgraduate Certificate, Postgraduate Diploma or Masters. Accreditation for Prior Learning



(APL) or Accreditation for Prior Experiential Learning (APEL) of up to 25% can be considered on the merits of each individual case.

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Information is provided subject to Terms and Conditions for study at City, University of London.