PROGRAMME SPECIFICATION

KEY FACTS

<table>
<thead>
<tr>
<th>Programme name</th>
<th>Culture, Policy and Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award</td>
<td>MA</td>
</tr>
<tr>
<td>School</td>
<td>School of Communication &amp; Creativity</td>
</tr>
<tr>
<td>Department or equivalent</td>
<td>Department of Media, Culture &amp; Creative Industries</td>
</tr>
<tr>
<td>Programme code</td>
<td>PSCPTM</td>
</tr>
<tr>
<td>Type of study</td>
<td>Full Time/Part Time</td>
</tr>
<tr>
<td>Total UK credits</td>
<td>180</td>
</tr>
<tr>
<td>Total ECTS</td>
<td>90</td>
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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 focus of the programme: culture, cultural policy, managing organisations and creative cities. In addition, you can choose four further options to reflect specific particular interests, including: Audiences and Marketing, Fundraising for the Cultural Sector, Freelancing and Entrepreneurship, Media, Identity and Diversity, and Professional placement. The MA culminates in a 12,000 - 15,000 word Independent Project which can help to both synthesise your learning journey, and act as a 'calling card' to employment.

You 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 your professional competencies. This includes written and verbal reviews, essays, reports and the analysis of case studies. You will 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 you to participate in a vibrant, intellectually challenging and informative debate about the relationship between culture, place, policy and management;
- Provide you 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 you to experience, develop advanced knowledge and understanding of, and research different facets of, the cultural sector;

• Provide you 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 you to become key players leading and managing organisations or policy in the cultural sector.

WHAT WILL I BE EXPECTED TO ACHIEVE?

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

Knowledge

Synthesise the theoretical frameworks and substantive literature on a range of current developments in Culture, Cultural Policy and related management.

Demonstrate how to examine, compare and contrast, and critically discuss on one hand, the competing objectives of public policy and not for profit agencies; and on the other hand, those of the commercial and for-profit activities, in the cultural field.

Manage the applied knowledge and professional procedures in cultural policy and management.

Construct proper approaches to analyse key issues in cultural policy and management and formulate insightful recommendations, in your coursework and class contributions.

Design and execute an applied research project or reflective, critical practice project in cultural policy and management that is theoretically informed and substantively applied.

Skills

Evaluate and apply analytical frameworks in writing about professional practice in cultural policy and management.

Produce clear and persuasive presentations.

Manage collaborative and collegial group- and teamwork to effective ends.

Plan and develop an independent project in cultural policy and management research and/or practice.
Values and attitudes

Respect your peers and value their work.

Exhibit ethical and professional standards relevant to cultural policy and management, appropriate to both public- and private-facing briefs.

Apply the rules and regulations of City in your coursework, class conduct and contributions, including referencing the work of others.

HOW WILL I LEARN?

The programme uses a wide range of teaching and learning strategies including lectures, seminars, work-based learning, group work, presentations, tutorials, formative pieces of work, supervision and independent/self-study. Lectures are used to introduce fundamental concepts and knowledge about topics or their application and are complemented by seminars, guest lectures, and student directed study. The seminars, tutorials and student directed study enable you to explore lecture topics in depth, allowing you to actively engage (individually, collectively and reflectively) with appropriate and relevant research and literature and take a critical stance on these materials and your own work. Group work enables the application of theoretical knowledge to practice and real-world situations and, conversely, helps you to rationalise practice. Work related learning, through the Placement elective module, enables you to actively acquire skills, competencies and experiences that are relevant and complementary to the wider programme. Presentations enable you to hone your communication, synthesis and public speaking skills. You will thus be expected to complete extensive preparation for lecture sessions and other contact time through independent study/learning. Independent learning is effected through your own reading and research, the preparation and planning of your assessments; overall, independent study and learning support your achievement of the learning outcomes.

For the individual dissertation project, you will learn through regular meetings with your supervisor, in addition to self-directed study. The independent project is a substantial component of the degree offering you the opportunity to demonstrate comprehensive understanding of a particular topic and a systematic and professional approach to research. It is a substantive task that requires you to investigate a relevant chosen area under the supervision of academic staff.

Materials to support learning are provided online through Moodle, and you will find further materials and opportunities (online and offline). Each module uses formative assessment opportunities and module tutors will encourage you to meet them and to discuss your assessment to gain feedback about your progress.

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment and Assessment Criteria

Learning will be assessed through a number of diverse but complementary methods including, essays, reports and other written assignments eg policy brief, strategic plan, presentations, research proposal and an independent project. The rationale for this is to
expose you to different approaches and assess a range of different skills, and to enable you to demonstrate your strengths. The assessment for each module will normally include formative and summative elements and where there is more than one assessment the weighting for each assessment component is clearly outlined within the module specification.

Assessment Criteria are provided for each module and describe, based on the intended learning outcomes, 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.

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, 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 independent projects may be longer. The full policy can be found at: Assessment | City, University of London

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.

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/0007/767869/Senate-Regulation-19-Assessment-Regulations-December-2023.pdf

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**WHAT AWARD CAN I GET?**

**Master’s Degree:**

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.

<table>
<thead>
<tr>
<th>HE Level</th>
<th>Credits</th>
<th>Weighting (%)</th>
<th>Class</th>
<th>% required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taught</td>
<td>7</td>
<td>120</td>
<td>With Distinction</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>60</td>
<td>33</td>
<td>With Merit</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Without classification</td>
<td>50</td>
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</table>

**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.

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<tr>
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</thead>
<tbody>
<tr>
<td>Taught</td>
<td>7</td>
<td>120</td>
</tr>
</tbody>
</table>

Class % required

- With Distinction: 70
- With Merit: 60
- Without classification: 50

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. If you choose to take the Postgraduate Certificate you will substitute the core module Introduction to Research, with an elective module of your choice.

<table>
<thead>
<tr>
<th>HE Level</th>
<th>Credits</th>
<th>Weighting (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taught</td>
<td>7</td>
<td>60</td>
</tr>
</tbody>
</table>

Class % required

- With Distinction: 70
- With Merit: 60
- Without classification: 50

WHAT WILL I STUDY?*

You will be required to take 60 credits of elective modules, and 60 credits of core modules.

<table>
<thead>
<tr>
<th>Module Title</th>
<th>SITS Code</th>
<th>Module Credits</th>
<th>Core/E Elective</th>
<th>Compensation Yes/No</th>
<th>Level</th>
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<tbody>
<tr>
<td>Culture</td>
<td>AMM429</td>
<td>15</td>
<td>C</td>
<td>N</td>
<td>7</td>
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<tr>
<td>Cultural Policy</td>
<td>AMM432</td>
<td>15</td>
<td>C</td>
<td>N</td>
<td>7</td>
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<tr>
<td>Creative and Media Industries Management</td>
<td>AMM406</td>
<td>15</td>
<td>C</td>
<td>N</td>
<td>7</td>
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<tr>
<td>Fundraising for the Cultural Sector</td>
<td>AMM419</td>
<td>15</td>
<td>E</td>
<td>Y</td>
<td>7</td>
</tr>
<tr>
<td>Creative Cities</td>
<td>AMM445</td>
<td>15</td>
<td>C</td>
<td>N</td>
<td>7</td>
</tr>
<tr>
<td>Digital Product Innovation</td>
<td>PBM011</td>
<td>15</td>
<td>E</td>
<td>Y</td>
<td>7</td>
</tr>
<tr>
<td>Entrepreneurship in the Media</td>
<td>MCM100</td>
<td>15</td>
<td>E</td>
<td>Y</td>
<td>7</td>
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</tbody>
</table>
As a part time student, you would need to complete two core modules in Year One: ‘Culture’ and ‘Cultural Policy’ (30 credits). In Year Two, they complete the other three core modules: ‘Creative and Media Industries Management’ (15 credits), ‘Creative Cities’ (15 credits) and ‘Independent Project’ (60 credits). You will complete the remaining 60 credits elective modules over the course of 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, Welcome 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?

The Professional Placement module gives you the opportunity to work in the cultural sector in order to practice skills acquired earlier in the programme. With guidance from the module leader, you will draw up an individual plan for the placement based on your own investigations and through considering a variety of placement offers made by cultural organisations. This enables you to find an appropriate host organisation and project which fulfils your aims and objectives. You will carry out a programme of work, or a project, supervised by a host at the organisation. However, please note that Placement availability is not guaranteed.

Past placement hosts have included, for example, Unicorn Theatre, IMG Artists, Korean Cultural Centre, British Film Institute, Arebyte, Burns Owens Partnership, Artichoke, Barbican Centre, Flow Gallery, Vortex Jazz Club, Opera Holland Park, Greater London Authority

WILL I GET ANY PROFESSIONAL RECOGNITION?

N/A

HOW DO I ENTER THE PROGRAMME?

A typical applicant would have gained a lower second-class honours degree or equivalent, 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. Click here for more details of equivalent qualifications.

When applying, you will need to submit:

- A completed application form.
- A certified copy of your undergraduate academic results and degree certificate. If you have not yet finished your course, please provide a provisional transcript of marks received to date. You will be required to send us your degree transcript as soon as it is available.
- Proof of English proficiency (if required; see English language requirements).
- A personal statement of around 500 words on your academic and relevant professional experience to date and how it informs your intention to undertake this course. In addition, you may wish to outline your vision for how the degree will feed into your research or professional career. You will need to make sure your statement is specific to our course and institution, and not generic. You may be asked to provide further details if your statement is too generic.

The admissions tutor may request academic references at a later date to help make a decision on your application.

English Language requirements
If you're a national of a recognised majority English-speaking country as defined by the government, or have previously completed a university degree (or equivalent) in one, you will not need to prove your knowledge of English to apply for the course.

Please note that if your country is not defined as majority-English-speaking by the government you will need to demonstrate you meet the English language requirements for the course.

This course requires the equivalent of an IELTS academic test with an overall score of 6.5 and a minimum of 5.5 in each subtest.

We will also accept an equivalent score in any of the tests listed under the English language requirements section.

You must have completed the qualification no more than two years prior to the start of the course.

RPL/RPEL Requirements

You may apply for RPL/RPEL for a minimum of one module and a maximum of 25% of the overall credits for the programme (taught modules only).

Exemptions are not awarded for programmes/qualifications that were awarded five years ago or longer, prior to the enrolment date for the intended programme of study at City. Programmes/qualifications which were awarded over five years ago may be considered towards RPL/RPEL requests if you can provide supporting evidence which gives an account of ways in which learning achieved through the programme/qualification has been applied actively and updated within the past five years.

Former students of City who have been withdrawn from a programme due to academic failure are not normally permitted to RPL/RPEL any awarded credits back onto the same programme within the School.

Version: 7
Version date: March 2024
For use from: 2024-25

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