

PROGRAMME SPECIFICATION – POSTGRADUATE PROGRAMMES KEY

FACTS

Programme name	Culture, Policy and Management
Award	MA
School	School of Arts and Social Sciences
Department or equivalent	Department of Sociology – Centre for Culture and the Creative Industries
Programme code	PSCPTM
Type of study	Full Time Part Time
Total UK credits	180
Total ECTS	90
Partner (partnership programmes only)	
Type of partnership	

PROGRAMME SUMMARY

The design of the MA in Culture, Policy and Management rests on three fundamental pedagogical aims: to develop the student as an independent, self-determining and critical individual; to recognise that each student will wish to fashion the academic offer around their own needs; and to produce competent professionals ready to enter or return to the cultural sector. Thus, while ensuring that each student develops knowledge and skills in the foundational elements of culture, policy and management, the programme also allows flexibility and opportunities for students to customize their learning to suit their individual profile and requirements.

The MA is structured around a spine of four core modules taking place in the Autumn and Spring terms – Culture, Cultural Policy, Managing Organisations and Introduction to Research. The first three modules define and engage the meanings, practices, and interrelation of culture to cultural policy and to management and examine the key issues that inform and shape the cultural sector. Underpinning the MA CPM programme is research. The fourth core module equips students with a range of methodologies with which to carry out research and reflect on their own and others' practice fulfilling, at the same time, the University's commitment to provide opportunities for students to develop research skills, aptitudes and abilities. The selection of modules and assignments, the choice of cultural sector and form, and the shape and content of the final study, therefore, encapsulates the student's interest, academic and professional aspirations and emphases. In order to encourage the student to develop their own route through the module offer, every student completes a Personal Development Plan at the outset of the programme which identifies their professional needs and will, with their personal academic tutor, review and revise this as they progress.

More generally, the 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. The Programme culminates with a 15,000 word dissertation determined by the student's chosen specialisation. 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.

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 Regulations

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/_data/assets/pdf_file/0008/68921/assessment_and_feedback_policy.pdf

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%.

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

1. Compensation: where you fail up to a total of 15 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 module 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 percentage points below the module pass mark has

- been achieved in the module to be compensated, and
- An aggregate mark of 50% has been achieved overall.

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

2. Resit: you will normally be offered one resit attempt. However, if you did not participate in the first assessment and have no extenuating circumstances, you may not be offered a resit.

If you are successful in the resit, you shall be awarded the credit for that module. The mark used for the purpose of calculation towards your Award shall be calculated from the original marks for the component(s) that you passed at first attempt and the minimum pass mark for the component(s) for which you took a resit.

If you do not satisfy your resit by the date specified you will not progress and the Assessment Board shall require that you withdraw from the Programme.

If you fail to meet the requirements for the Programme, but satisfy the requirements for a lower-level Award, then a lower qualification may be awarded as per the table below. If you fail to meet the requirements for the Programme and are not eligible for the award of a lower level qualification, the Assessment Board shall require that you withdraw from the Programme.

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:
http://www.city.ac.uk/data/assets/word_doc/0003/69249/s19.doc

WHAT AWARD CAN I GET?

Master's Degree:

	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	120	66.67	With Distinction	70
Dissertation	7	60	33.33	With Merit	60
				With Pass	50

Postgraduate Diploma:

	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	120	100	With Distinction	70
				With Merit	60
				With Pass	50

Postgraduate Certificate:

	HE Level	Credits	Weighting (%)	Class	% required
Taught	7	60	100	With Distinction	70
				With Merit	60
				With Pass	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
Public Culture: diversity, equality and activism in the cultural sector	AMM413	15	E	Y	7
Fundraising for the Cultural Sector	AMM419	15	E	Y	7
Digital Cultures	AMM421	15	E	Y	7
Professional Placement	AMM425	15	E	Y	7
Ethics and Social Responsibility in the Cultural Industries	AMM427	15	E	Y	7
Creative Cities	AMM445	15	E	Y	7
Mediating Gender and Sexuality	AMM446	15	E	Y	7
Communication, Culture and Development	SGM312	30	E	Y	7
Celebrity	SGM314	15	E	Y	7
Development and Communication Policy	SGM309	15	E	Y	7
International Organisations in Global Politics	IPM005	15	E	Y	7
Digital Product Innovation	PBM011	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 4 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 three core modules 'Culture', 'Managing Organisations' and 'Cultural Policy' and one elective modules in Year One (60 credits). In Year Two they complete the other core module, 'Introduction to Research', 3 electives and the dissertation (120 credits).

TO WHAT KIND OF CAREER MIGHT I GO ON?

MA CPM graduates find employment across all sub-sectors and occupational areas of the creative and cultural sector (UK and international), from orchestras to the art market, from film to

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 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: <http://www.city.ac.uk/careers/for-students-and-recent-graduates>.

WHAT STUDY ABROAD OPTIONS ARE AVAILABLE?

ERASMUS EXCHANGE PROGRAMME

All students studying on the MA in Culture, Policy & Management at City University London have the opportunity to study or undertake research at one of our partner universities in Europe or to undertake an industry placement at an approved cultural organisation. Current CPM Erasmus partners are (although this may change at any time):

- Arhus University, Arhus, Denmark
- Hochschule for Music & Theatre, Hamburg, Germany
- University of Bologna, Italy
- University of Barcelona, Spain

Erasmus placements are for a minimum of 3 months and must be completed before you graduate from your CPM degree – i.e. by the end of September.

<http://www.city.ac.uk/international/international-students/exchange-programmes> Students who are interested in a European exchange should contact Izabella Hutchins (Erasmus Exchange) or Dr Marisol Sandoval (MA CPM)

WHAT PLACEMENT OPPORTUNITIES ARE AVAILABLE?

The Professional Placement module gives students the opportunity to work in the cultural sector in order to practice skills acquired earlier in the programme. With guidance from the module leader, each student draws up an individual plan for the placement based on their own investigations and through considering a variety of placement offers made by cultural organisations to the Centre. This enables the student to find an appropriate host organisation which fulfils their aims and objectives. Each student carries out a programme of work, or a project, supervised by a host at the organisation. Past placement hosts have included, for example, the Southbank Centre, Tate Modern, IMG Artists, Korean Cultural Centre, Business of Culture, Rowan Arts, British Museum, Unicorn Theatre, London Symphony Orchestra, British Film Institute, Flow (gallery), Artichoke, Craft Central, Barbican, Burns Owens Partnership, Sadler's Wells Theatre, Vortex Jazz Club, Greater London Authority, Stratford Circus.

Internship opportunities outside of the Placement module (as part of the student's informal learning strategies) are also a possibility. 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 who have already successfully taken elective modules from the MA in Culture, Policy and Management 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.

Applicants need to submit two completed City University application forms plus two completed reference forms. Applicants will be interviewed and may be required to complete a piece of written work. The interview is to identify the candidate's appropriateness for the programme and to ensure that the candidate has a clear idea of their professional progression.

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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