Appendix 1: Programme Specification

MA Arts Management

Programme Specification

1. Programme title	MA Arts Management
2. Awarding institution	Middlesex University
3. Teaching institution	Middlesex University
4. Details of accreditation by professional/statutory/regulatory body	n/a
5. Final qualification	MA Arts Management
6. Year of validation **Year of amendment**	2016/17
7. Language of study	English
8. Mode of study	Full- and part-time

9. Criteria for admission to the programme

Applicants will normally have an upper second honours degree or above. However, exemption can be made (at the Programme Leader's discretion) for those with significant relevant experience. The programme places significant demands on students speaking, listening, reading and writing in English. Overseas applicants whose first language is not English should provide overall IELTS results of 6.5 or higher. If applicants have attained less than 6.0 in any component part of the test, they are strongly recommended to attend one of the university's pre-sessional English courses.

10. Aims of the programme

The programme aims to: develop an advanced understanding of arts management contexts and practices – cultural, industrial, political, scholarly and practical – and instil in the postgraduate student related autonomous research skills and professional practices.

11. Programme outcomes	
A. Knowledge and understanding	**Teaching/learning methods**
On completion of this programme the successful student will have knowledge and understanding of :	Students gain knowledge and understanding through: interactive lectures and flipped classroom activities on issues in arts management and the creative industries; engagement with industry professionals in a range of settings; seminars in which ideas can be presented and debates engaged; advanced self-directed study; and tutorials in which individual research strategies are given feedback and approval.
A1 The political, social, economic and other external contexts of arts management practices of a range of arts companies and projects	
A2 Contemporary arts management and creative industry studies and practices, relating to companies with a broad range of forms and creative outputs	**Assessment methods**
A3 The global regulatory, legal and market environments in which arts organisations, companies and projects operate	Students' knowledge and understanding is assessed by submission of critical essays, presentations, reports and portfolios, each demonstrating sophisticated understanding.
A4 Professional approaches to research and scholarship in arts management or related industries	
B. Cognitive (thinking) skills	**Teaching/learning methods**
On completion of this programme the successful student will be able to:	Students learn cognitive skills through: critical discussion and debate as students acquire skills primarily through workshops and tutorials, relating theory to practice, through embedded academic critical thinking sessions with LET and also during the course of lectures, workshops and seminars in which tutor and peer feedback is aired.
B1 Apply theoretical knowledge to inform and appraise professional and practical work	
B2 Use and critique specialised terminology and theoretical concepts	
B3 Reach and articulate sound judgements and defensible conclusions	**Assessment methods**
	Students' cognitive skills are assessed by the processes and products of applied and theoretical projects, e.g. submission comprehensive critical and contextual written work, reflections and seminar presentations.

C. Practical skills	**Teaching/learning methods**
On completion of the programme the successful student will be able to: C1 Organise learning and research through self-management and related to chosen subject specialism(s) C2 Communicate sophisticated ideas and arguments effectively C3 Prepare research and project-based proposals, plans, bids or applications for a range of arts management activities C4 Plan and analyse with commercial, financial and/or legislative awareness	Students learn practical skills through tutor-peer discussion in seminars, workshops on specific arts management-related skills and techniques, flipped classroom approaches, practical projects, work with live arts management clients, autonomous and asynchronous learning, formative feedback on concept-based and practical projects; embedded literacy support from LET; engaging in professional practice activities (e.g. discipline, teamwork, deadlines, pitching), implementing problem-solving strategies in response to issues arising; and developing an independent project from conception through proposal to presentation and documentation. **Assessment methods** Students' practical skills are assessed by the realisation of an independent project and live events, portfolios and reports, reflection and placing work in appropriate arts and cultural industries contexts. More generally: submission of critical, analytical or discursive essays and portfolios including planning, (as specified in module specification strategies).
D. Graduate skills	**Teaching/learning methods**
On completion of this programme the successful student will be able to: D1 Manage personal and career development D2 Communicate effectively D3 Learn effectively D4 Use ICT and numeracy appropriately	Students acquire graduate skills through lectures, seminars, workshops, exercises, tutorials and presentations on work-in-progress to peers; students also acquire such transferrable skills through project work and self-directed study. **Assessment methods** Students' graduate skills are assessed by Assessment is by submission of written reports, reflective and self-reflective presentations, presentations, seminars and discussion groups, and project work.

12. Programme structure (levels, modules, credits and progression requirements)

12. 1 Overall structure of the programme

Full-time study

Term 1	Term 2	Term 3
MUS4071 (CORE) Arts Management in Practice (30 Credits)		
MUS4058 (CORE) Arts and Music Marketing and Finance (30 Credits)		
+ 60 credits from the options below *30 Credit options over both terms* **MUS4054** Cultural Events Management (30 Credits) **ACI4100** New Ventures in the Creative Economy (30 Credits) **MKT4065** Digital Marketing (15 Credit Term 1) **PLUS** MKT4134 Strategic Marketing Communications (15 Credit Term 2)		MUS4046 (CORE) Independent Project (60 Credits)
30 Credit modules *Options Term 1* **MED4100** Media and Creative Industries **CMT4600** Directions in Creative Technology and Digital Media	*30 Credit modules* *Option Term 2* **CMT4605** Working with the Creative Industries	

Part-time study

Term 1 Year 1	Term 2 Year 1	Term 3 Year 1
MUS4071 Arts Management in Practice (30 Credits)		n/a
MUS4058 Arts Marketing and Finance (30 Credits)		
Term 1 Year 1	**Term 2 Year 1**	**Term 3 Year 1**
Options totalling 60 credits from list detailed under full-time study.		**MUS4046** Independent Project (60 Credits)

12.2 Levels and modules		
Level 7		
COMPULSORY	OPTIONAL	PROGRESSION REQUIREMENTS
Students must take MUS4071 and MUS4058 Students must, once 120 credits have been attained, take MUS4046	MUS4054, ACI4100, MED4100, CMT4605, CMT4600, MKT4065, MKT4134	Compulsory Modules run concurrently. Both must be successfully completed in order to progress to the Independent Project. 120 credits in total (including 60 credits from the core modules) are required to progress to Independent Project.

12.3 Non-compensatable modules (note statement in 12.2 regarding FHEQ levels)	
Module level	Module code
Level 7	No modules on the programme are compensatable

13. Curriculum map
See attached.

14. Information about assessment regulations
The work is marked using the University's standard 20-point scale. For specific issues, please see Middlesex University Regulations. Self-deferral is not permitted on any modules within the programme. Students wishing to defer must consult Unihelp or Student Progression and Support Advisor.

15. Placement opportunities, requirements and support

Although there is not a specific placement module on the programme, self-initiated placements are encouraged and may form part of the Independent Project enquiry. This is typically 200-300 hours of negotiated work inside an arts company that allows students to explore in depth an area of professional practice, with assessment based on learning, reflection and high level synthesis of theory and practice. Work experience is a valuable asset for planning a successful career and you are encouraged to gain a placement or internship if you can work these into your study. Work placements are supported across the University by the Employability and Careers Centre, MDX Works.

16. Future careers

The career paths of graduates of the MA Arts Management are likely to reflect the complex work patterns in the creative industries. This may include combinations of employment and/or freelancing in arts management and/or the cultural industries, with self-managed portfolio careers typical. London is a centre for arts management opportunities and this programme has been designed to combine these with an academic framework that places students in an excellent position for typical 'kaleidoscope' careers. This includes extensive opportunities to work with and for arts organisations and projects as part of both taught modules and the Independent Project. Through industry visits, field trips, networking events and colloquia series, there are regular opportunities to engage with managers in a range of arts organisations from flagship arts companies and venues through to micro-enterprises.

Support for employability in taught module assessment includes work on live case studies and practical assignments involving developing funding and marketing plans, funding applications, events and business plans. Students benefit from embedded support from MDX Works and initiatives such as the Employability Toolkit.

The Independent Project might involve an extensive practical project with an arts organisation or work on the developing the student's own project as part of a wider value network. Flexibility within the programme allows students to pursue their own art-form and business functional interests, and to develop skills for employment and/or freelancing

17. Particular support for learning

Support for learning is rich and varied: students who are returning to HE after some years and students whose first language is not English are especially encouraged to use the Learning Support Facilities provided by LET; the Welfare Office offers on-site counselling, careers advice and disability support services; visiting speakers from the arts, media and cultural industries feature; specialist facilities are provided, including Digital Media Workshops; specialist teaching staff, whose academic research is recognised domestically and abroad and have strong industry links, are available, as is all that London offers as a cultural centre.

18. JACS code (or other relevant coding system)	W375
19. Relevant QAA subject benchmark group(s)	Masters Benchmarks

20. Reference points

Middlesex University Regulations http://www.mdx.ac.uk/regulations/; Middlesex University Learning and Teaching Policy and Strategy; QAA Subject Benchmark Statements for Undergraduate Study in: Art and Design (2016), Dance, Drama and Performance (2015), Business (2007), Events (2016), Communication & Media (2008 & 2015), Music (2016), Computing (2007) (NB. benchmark statements for postgraduate study in these specific areas are not yet published); QAA Framework for HE Qualifications (National Qualifications Framework)

21. Other information

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if they take full advantage of the learning opportunities provided. More detailed information about the programme can be found herein and in the University Regulations.

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Appendix 2: Curriculum Map

Curriculum map for *MA Arts Management*

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

Programme learning outcomes

Knowledge and understanding		Practical skills	
A1	The political, social, economic and other external contexts of arts management practices of a range of arts companies and projects	C1	Organise learning and research through self-management and related to chosen subject specialism(s
A2	Contemporary arts management and creative industry studies and practices, relating to companies with a broad range of forms and creative outputs	C2	Communicate sophisticated ideas and arguments effectively
A3	The global regulatory, legal and market environments in which arts organisations, companies and projects operate	C3	Prepare research and project-based proposals, plans, bids or applications for a range of arts management activities
A4	Professional approaches to research and scholarship in arts management or related industries	C4	Plan and analyse with commercial, financial and/or legislative awareness
Cognitive skills		Graduate Skills	
B1	Through theoretical knowledge, inform and appraise professional and practical work	D1	Manage personal and career development
B2	Use and critique specialised terminology and theoretical concepts	D2	Communicate effectively
B3	Reach and articulate sound judgements and defensible conclusions	D3	Learn effectively
		D4	Use ICT and numeracy appropriately

Programme outcomes																			
A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5
Highest level achieved by all graduates																			
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7

Module Title	Module Code by Level	Programme outcomes														
		A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3	D4
Arts Management in Practice	**MUS4071**	X	X	X		X	X	X		X				X		X
Arts Marketing & Finance	**Your**	X		X	X			X	X	X		X	X	X		X
Cultural Event Management	**MUS4054**		X	X		X	X		X		X	X			X	X
New Ventures in the Creative Economy	**ACI4100**	X	X	X		X	X			X	X	X	X			X
Media and Creative Industries	**MED4100**		X	X		X	X	X	X	X		X		X		
Working with the Creative Industries	**CMT4605**	X	X	X	X	X		X	X			X		X		
Directions in Creative Technology and Digital Media	**CMT4600**		X		X			X	X	X	X	X			X	X
Digital Marketing	**MKT4065**			X		X		X		X		X		X		X
Strategic Marketing Communications	**MKT4134**			X		X	X	X		X		X		X		
Independent Project	**MUS4046**	X		X	X	X	X	X	X	X	X			X	X	