



Programme Specification (PG)

Awarding body / institution:	Queen Mary University of London
Teaching institution:	Queen Mary University of London
Name of final award and title:	MA in Creative Industries and Arts Organisation
Name of interim award(s):	
Duration of study / period of registration:	12 months full time
Queen Mary programme code(s):	PSCAO/N212
QAA Benchmark Group:	N212 (Creative Management)
FHEQ Level of Award:	Level 7
Programme accredited by:	
Date Programme Specification approved:	
Responsible School / Institute:	School of Business & Management

Schools / Institutes which will also be involved in teaching part of the programme:

School of Languages, Linguistics & Film

School of Geography

Centre for Commercial Law Studies

School of English & Drama

Collaborative institution(s) / organisation(s) involved in delivering the programme:

Programme outline

The Queen Mary University of London MA in Creative Industries and Arts Organisation is designed to meet the learning and developmental needs of those involved in creative industries practices and policies, and arts development, programming, administration and delivery around the world. In resonance with QMUL's Strategic Aim to embed an international dimension in all QMUL activities and further enhance our stature as a leading global university, we affirm as well important international dimensions and collaborations both between the Creative Industries and Cultural Sector here in East London and Europe more generally, as well as growing institutional links between QMUL and universities, cultural producers, creatives and researchers in, for instance, Argentina, Brazil, India, Pakistan, South Africa, and China.

The CIAO MA critically explores how academic learning in the interdisciplinary and international study of the creative industries and the cultural sector is linked to sustainable business and a more just and equitable society, and how critical research is applied in organisational practice. Modules are taught using real-world case studies from many countries and simulations. The programme draws on the experience of a wide range of experienced creatives, researchers, and organisational innovators. QM's programme is distinctive from other Creative Industries degrees in that it is international in content, and makes intensive use of cross-nationally comparative frameworks across the curriculum; is oriented as much to frontline arts and cultural provision as to work in creative industries policy settings; is interdisciplinary; emphasises the political, ecological, and ethical contexts for creative industries and the cultural sector; emphasises equality and diversity issues; recognises the importance of ethical issues in public management of culture and creativity; is based in a Business School and therefore has close links to innovating and developing ethical organisational practices in CIAO; draws on guest contributions from serving and former senior public managers and officials; stresses skills as well as knowledge, and therefore offers Continuous Professional Development.

The university's increasingly close connections with public authorities involved in arts and cultural provision (Arts Council England, Project Phakama, Live Art Development Agency, Something to Aim For) and in the creative industries and cultural sector in the disadvantaged areas of East London provide students with opportunities for contact with practitioners in creative industries and arts leadership both through guest contributions and in student group work done for modules. The MA in CIAO is taught within the School of Business and Management in collaboration with the Departments of English and Drama, Film, Geography, and Law, and carefully selected and appropriate modules from these schools are available as elective options in the first and second semester. In addition, we offer a programme of continuing professional education in ethical and sustainable practices of creative industries through engagement with guest speakers. This 'guest practitioner' engagement will develop students' critical management and critical understanding of cultural organisation and strategic sector analysis skills. Staff contributing to this programme bring a wide range of experience, including from their work as consultants to government agencies, national portfolio organisations, participatory arts organisations, and other organising work in creative industries and the cultural sector. Collective work and its methodology are also central to student learning experience in the MA in CIAO. Summative assessment uses various methods, ranging from conventional academic essays to group projects and presentations. Formative assessment takes place using class presentations, expert interactions, peer to peer debates, short written exercises, creative activities and group work. The MA in CIAO will ask students to critically attend to our learning outcomes, considering pressing social matters such as the hostile environment against migrants and refugees, the climate crisis, economic inequality, and opportunities for transformative and sustainable cultural production and decolonising arts organisation.

The CIAO MA is greatly indebted to its partner departments, and especially the Film School. All our students now take one film option as a compulsory module.

Aims of the programme

In keeping with QMUL Strategic Aim 1, the MA in CIAO will recruit students and staff of the highest intrinsic talent and potential, and nurture their careers through a comprehensive and practically-oriented course of study in creative industries and the cultural sector.

(The relevant subject benchmark statements and other external and internal reference points used to inform the programme outcomes are taken from the QAA "Guidelines for preparing programme specifications", <http://www.qaa.ac.uk/en/Publications/Documents/Guidelines-for-preparing-programme-specifications.pdf>)

The programme prepares students, many of whom already have some working experience in related fields, for positions of significant responsibility and leadership in creative industries and arts management whether provided by government, private or non-profit agencies. The programme aims to provide students with a deep understanding of the dynamics and processes of change in the public administration of art and culture and the analytical tools to plan and manage across CIAO. Learning outcomes therefore emphasise strong analytical and problem-solving skills but also ethical, ecological, and 'cultural' skills in human resource management, cultural sensitivity, partnership development and co-creation, digital communication and project management and fundraising. The MA in CIAO programme enhances QMUL's role as a major centre for postgraduate arts, humanities and social science education in creative industries and cultural sector, and advances QM's place as a source of ideas and debate about the future of creative industries and arts internationally as well as in the UK. It provides students with significant strategic research and consultancy capacity for work on creative industries and cultural sectors. The programme builds on existing successful initiatives at QM such as Creative Works London, the People's Palace, Project Phakama, Furtherfield, the Live Art Development Agency, and the strengths of the School of Business and Management in the fields of equality and

diversity, development and international management.

What will you be expected to achieve?

You will be expected to achieve an advanced level of knowledge and evidence-based understanding of sustainable Creative Industries and Arts Organisation (CIAO) processes which will be demonstrated in the completion of assessed coursework and of a dissertation based on your own original research to answer a significant research question in CIAO organisational practice.

Academic Content:

A 1	Students will gain a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights of the creative industries and cultural sector, much of which is at, or informed by, the forefront of this interdisciplinary academic field and area of professional practice;
A 2	Students will gain a comprehensive understanding and practical appreciation of techniques applicable to students' own research-practice in the creative industries and cultural sector, and its advanced scholarship;
A 3	Students will gain originality in the application of creative industries knowledge to specific historical and cultural contexts, together with a practical understanding of how established techniques of social science and humanistic research, organisational strategy, and critical and ethical enquiry are used to create and interpret knowledge in the interdisciplinary analysis of the creative industries and cultural sector;
A 4	Students will gain conceptual understanding to evaluate critically and rigorously current research and advanced scholarship in the interdisciplinary analysis of the creative industries and cultural sector; and to evaluate methodologies and develop critiques of them and, where appropriate, to propose new hypotheses/practices.
A 5	Students will gain conceptual understanding to evaluate critically and rigorously current research and advanced scholarship in the interdisciplinary analysis of sustainability in the creative industries and cultural sector; and to evaluate ecological methodologies and develop critiques of them and, where appropriate, to propose new hypotheses/practices.

Disciplinary Skills - able to:

B 1	Students will deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to specialist and non-specialist audience, develop academic and practical skills in interpretation, exhibition design, resources development and sustainability.
B 2	Students will demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks at a professional or equivalent level
B 3	Students will continue to advance their knowledge and understanding, and to develop new skills to a high level.

Attributes:

C 1	Students will acquire new learning in a range of ways, both individually and collaboratively;
C 2	Students will grasp the principles and practices of their field of study;

C3

Students will develop the independent learning ability required for continuing professional development.

How will you learn?

Three hour blocks comprising lecture and seminar, guest talks, group work and independent study constitute the principal learning processes for most modules. Co-creating nurturing research environments is key to this MA in CIAO. Students thus work together throughout the course. Seminars include group debates and joint study of current and recent presentations, structured from case studies from a wide variety of countries. These forms of assessed and non-assessed formative learning will develop academic and practical skills in management, process design, interpretation, exhibition and creative research design, resources development and sustainability.

How will you be assessed?

Summative assessment will use various methods, ranging from conventional academic coursework (typically essays) through to group projects and presentations: examinations may not always be appropriate for a programme of this nature. Formative assessment will take place using class presentations, student-led responses to lectures, debates, short written exercises creative and reflective activities and group work.

How is the programme structured?

Please specify the structure of the programme diets for all variants of the programme (e.g. full-time, part-time - if applicable). The description should be sufficiently detailed to fully define the structure of the diet.

Semester 1:

Intro to CIAO BUSM 171 (15 cr) Compulsory

Students are required to take one of two Film Studies modules in the their first semester (Compulsory):

FLM7201 Documentary Film - Theory and Practice (30 cr, Sem A)

FLM7204 Activist Film (30 cr, Sem A)

15 Credits of Electives from those listed below.

Semester 2:

Applied Methods BUSM 170 Compulsory (15 cr)

45 Credits of Electives from those listed below.

Due to the interdisciplinary nature of this programme, students are required to take at least 30 credits worth of their compulsory modules from the Film Department in Semester A, where they need to choose one of two options as a compulsory module. In addition, they are able to choose electives from outside SBM over the course of the year if they wish to do so, with no minimum credit requirement. Electives available from partner Schools are listed further below. The availability of elective modules will vary from year to year. Elective modules available for enrollment will be confirmed at the start of the programme each year in

Programme Title: MA in Creative Industries and Arts Organisation

September.

Semester 3 (60 credits):

Sem 3 - One core 60-credit module: BUSM187 Dissertation in Creative Industries and Arts Organisation (core - 60 credits)

Students will also take a non-credit bearing module (BUSM167 Leadership Seminar) over semesters 1 and 2.

Academic Year of Study

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Organising in the Creative and Cultural Industries	BUSM165	15	7	Elective	1	Semester 2
Introduction to Creative Industries and Arts Organisation	BUSM171	15	7	Compulsory	1	Semester 1
Cultural and Creative Industries and the Environment	BUSM200	15	7	Elective	1	Semester 1
Documentary Film: Theory and Practice	FLM7201	30	7	Compulsory	1	Semester 1
Film Activism	FLM7204	30	7	Compulsory	1	Semester 1
Applied Methods	BUSM170	15	7	Compulsory	1	Semester 2
Entrepreneurship	BUSM134	15	7	Elective	1	Semester 2
Project Management	BUSM141	15	7	Elective	1	Semester 2
Leadership in the Social and Public Sectors	BUSM149	15	7	Elective	1	Semester 2
Funding and Financing in the Creative and Cultural Industries	BUSM161	15	7	Elective	1	Semester 2
Theatre and Performance Theory	DRA7006	30	7	Elective	1	Semester 2
Research Design and Methods	GEG7135	15	7	Elective	1	Semester 2
Intellectual Property and Fashion: Business and Law	SOLM080	15	7	Elective	1	Semester 2
Business of Film	SOLM087	15	7	Elective	1	Semester 2

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Leadership Seminar	BUSM167	15	7	Study only	1	Semesters 1 & 2
Dissertation in Creative Industries and Arts Organisation	BUSM187	60	7	Core	1	Semester 3
Strategic Entrepreneurship	BUSM186	15	7	Elective	1	Semester 1
Organisational Behaviour	BUSM069	15	7	Elective	1	Semester 2
The Law of Theatre and the Performing Arts	SOLM304	15	7	Elective	1	Semester 2

What are the entry requirements?

An upper second class honours degree or equivalent in any subject. Some basic quantitative skills and basic familiarity with qualitative analysis, and some elementary prior knowledge of creative industries/cultural sector would be an advantage. IELTS 7.0 (with 6.0 in writing) or equivalent is required. A very good familiarity of conversational English is strongly recommended.

How will the quality of the programme be managed and enhanced? How do we listen to and act on your feedback?

Communications with Students: While SBM marketing will initially aid in getting in touch with potential students, once accepted the new student orientation processes take over. These processes are focused on timely information being sent to students, thereby giving them plenty of time to mull over different forms of the programme they might wish to pursue in accordance with their personal and professional needs. This communication will also be involved in giving students a clear and realistic picture of what to expect in the programme and how to prepare for their studies. In short, the students will be involved in interactive communication in regards to amount of coursework, research resources, and opportunities to get involved and experience the creative industries more intensively through emergent networks of creative professionals at SBM. We will of course also provide pastoral care for our Masters students helping them to adjust to the rigors of pursuing their Masters at SBM.

The mechanisms for ensuring academic coherence and student progression will be closely bound to the dynamic feedbacks between the programme as a whole, students, the convenors, and the SBM administration, with especial thanks to Jenny Murphy. The Programme Director will undertake periodic audits of the Masters in Creative Industries and Arts Organisation; one of the chief remits of this audit process will be to ensure overall and on-going academic coherence, and active support for student progression through the year. By academic coherence we understand an overall resonance between and within modules in terms of their structure and delivery, and a coherent relationship between the regular diet of modules and the overall pedagogical aims, learning outcomes, organisation and administration of the Masters.

What academic support is available?

Students will be supported in this MA through the organisational expertise and professional advice of SBM researchers, tutors, administrators, Head of Teaching and Learning, the Teaching and Learning Committee, student advisors, and student representatives.

Through enriching interactions with creative industries practitioner in guest lectures and in-class workshops, where students will

work with practitioners to develop applied theoretical models, as well as by making the most of the enormous resources for creative industries research and cultural sector engagement in East London, holders of the MA in CIAO will develop the qualities and transferable skills necessary for employment requiring:

- the exercise of initiative and personal responsibility (what is leadership in CIAO?)
- decision-making in complex and unpredictable situations (what is organisational strategy across the different sub-sectors of the creative industries? How do we make ethical decisions around funding?)
- the independent learning ability required for continuing professional development.

This is resonant with QMUL's Strategic Aim 5: to achieve maximum impact from our academic work through public engagement and partnerships with businesses, government, charities, cultural organisations, and others in the wider community.

Programme-specific rules and facts

How inclusive is the programme for all students, including those with disabilities?

The MA in CIAO strives to care for and maximize accessibility, with attention to the learning needs of neurodiverse peoples. In keeping with SBM and QMUL proactive policies around disability and inclusion, we will ensure that in all policies, procedures and activities, including strategic planning and resource allocation, consideration is given to the removal of any and all barriers to inclusion on the basis of ability, in order to enable disabled students to participate in all aspects of the academic and social life of the MA in CIAO and its strategic management.

SBM has its own Disability and Dyslexia Service (DDS) that offers support for all students with disabilities, specific learning difficulties and mental health issues. The DDS supports all SBM students: full-time, part-time, undergraduate, postgraduate, UK and international at all campuses and all sites. Students can access advice, guidance and support in the following areas Finding out if you have a specific learning difficulty like dyslexia Applying for funding through the Disabled Students' Allowance (DSA) Arranging DSA assessments of need Special arrangements in examinations and guidance for examiners; Accessing loaned equipment (e.g. digital recorders); Specialist one-to-one study skills tuition; Ensuring access to course materials in alternative formats (e.g. Braille) ; Providing educational support workers (e.g. note-takers, readers, library assistants) and Access to specialist mentoring support for students with mental health issues and Autistic Spectrum Disorders.

Links with employers, placement opportunities and transferable skills

The CIAO MA does not provide students with formal placement experience.

The programme involves experienced creative industries employees and cultural sector organisers through guest lectures and through the Leadership Seminar, who will provide links with potential employers and practitioner learning interfaces (workshop, site visits, work spaces). We shall also work with leading creative industries and cultural sector organisations and practitioners to ensure that students are in contact with potential British employers. Most students on the programme are expected to be international students from a very wide range of countries across Latin and North America, Asia and Africa, and we cannot feasibly develop contacts with employers in all of these countries. However, we will offer personal career planning sessions in our associated series of continuous professional development activities for SBM PG students as well as personalised mentoring.

Through a developing network of creative industry partners in East London and the greater metropolitan area, students in the MA in CIAO will get hands-on, practical knowledge of organisational behaviour and strategy and policy implications in differently scaled creative industries and cultural sector labour. These partners, collaborators and recurrent guest speakers include (at the time of writing of this Programme Specification): Creativeworks London, the People's Palace, Project Phakama, Something to Aim

Programme Title: MA in Creative Industries and Arts Organisation

For, Historic Royal Palaces, and Arts Council England.

Programme Specification Approval

Person completing Programme Specification:	Paula Serafini
Person responsible for management of programme:	Paula Serafini
Date Programme Specification produced / amended by School / Institute Education Committee:	20 Nov 2023
Date Programme Specification approved by Taught Programmes Board:	