

## Programme Specification (PG)

Awarding body / institution:	Queen Mary University of London
Teaching institution:	Queen Mary University of London
Name of final award and programme title:	Master of Arts in Heritage Management
Name of interim award(s):	N/A
Duration of study / period of registration:	12 months full time (24 months part time)
Queen Mary programme code(s):	PSHER - Y001(FT) Y002(PT)
QAA Benchmark Group:	
FHEQ Level of Award:	Level 7
Programme accredited by:	N/A
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 Geography

School of Languages, Linguistics & Film

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

Historic Royal Palaces (HRP)

### Programme outline

The MA in Heritage Management has been developed and is delivered collaboratively through a new partnership between QMUL and HRP. The course has a sound foundation in critical analysis. It is also rooted in the professional values, skills and experience that make HRP distinctive and successful.

The MA in Heritage Management is designed to meet the needs of future leaders in the cultural heritage sector, by providing a deep and embodied understanding of the history, theory, practice and practicalities of heritage management. Elective modules drawn from across 5 Schools within the Faculty of Humanities and Social Sciences allow students to specialise in funding and financing for heritage management, or to explore further the challenges of researching and curating material culture, alongside module choices inviting engagement with interdisciplinary study of the city. There is an emphasis on business and leadership throughout the course. A Leadership Seminar is open to students from this MA programme, as well as those studying on MA in Creative Industries and Arts Organisation, and open to staff from QMUL and from HRP. Dissertation projects will be co-supervised by colleagues drawn from across participating HSS Schools and by academic members of staff working in HRP, encouraging interdisciplinary research.

The MA in Heritage Management is distinctive because of its business focus, its scope for interdisciplinary study and research, and because it is delivered in partnership with an Independent Research Organisation that can support professional teaching and placements as part of the programme.

### Aims of the programme

The MA in Heritage Management aims to equip future heritage sector leaders to address the managerial, intellectual, cultural, social and technical challenges of maintaining and sharing heritage sites with current and future stakeholders. The programme involves QMUL-HRP partnership throughout the degree. It provides a means for HRP to support the continuing professional development of its own staff, and to foster a culture in which shared research and public engagement projects can arise in support of QMUL's strategic objectives.

A combination of academic study with professional masterclasses and workplace experience gives students access to leading thinkers and practitioners in the heritage sector and helps to prepare them for leadership roles or further research in the future.

### What will you be expected to achieve?

You are expected to achieve an advanced level of knowledge and practice-based understanding of heritage management, which will be demonstrated in the completion of assessed coursework and of a dissertation based on your own original research to answer a significant question in heritage management.

#### Academic Content:

A 1	Knowledge and understanding of the leadership and management principles that provide the basis for successful heritage management, including governance and legislation, operational models, strategic planning and delivery, management theory, resource management including income generation.
A 2	Knowledge and understanding of the statutory regulations and professional standards that determine the conservation management of buildings and collections.
A 3	Knowledge and understanding of the principle drivers of change, and opportunities for innovation, in the cultural heritage sector, in particular those that support widening access to heritage.

#### Disciplinary Skills - able to:

B 1	Plan and conduct research through independent study in heritage management using appropriate methods.
B 2	Appraise critically a variety of sources of information about heritage management and its social context.
B 3	Demonstrate the acquisition of professional skills in heritage conservation, interpretation, and management.

#### Attributes:

C 1	Heritage management professional, able to develop and implement sustainable business plans to safeguard the viability of heritage buildings and collections.
C 2	Heritage management professional, able to engage and broaden audiences for heritage management buildings and collections including through the use of new media and innovative approaches.
C 3	Heritage management professional, able to deliver, guide, and utilise research projects that deepen understanding of and access to heritage buildings and collections.
C 4	Heritage management professional with effective critical reading, oral, and written communication skills.

### How will you learn?

Lectures, seminars and independent study constitute the principal learning processes for most modules. Students also work together throughout the course. Seminars take the form of individual and group presentations, structured debates and joint study of current and recent case studies from a wide variety of contexts.

Experienced HRP staff teach a module on managing heritages at HRP and provide masterclass sessions, giving students access to HRP's knowledge and innovations in the business of heritage, conservation, creative programming, and public engagement. Case studies illuminate HRP's distinctive and internationally recognised success in forging a business model for independent heritage management, and for leading the sector in creative programming and public engagement. Classes are taught on site across at least three of HRP's palaces in London (Hampton Court, Kensington, and the Tower of London), with sessions in the conservation studio and on the scaffolding, bringing students into direct contact with the management and care of HRP's buildings and collections.

A Professional Work Experience module is also delivered at at least two of HRP's London sites: Tower of London and Hampton Court Palace. This is a key feature of the programme. Students are given the necessary training to begin to develop the skills and 'real work' experience that enable them to make informed decisions about their own future career development within the heritage sector and make them competitive in the job market.

### How will you be assessed?

Summative assessment uses various methods, ranging from conventional academic coursework through to shorter specific exercises and analyses of data. Some of the elective modules make use also of examination as a mode of assessment. Formative assessment takes place using class presentations and debates, short written exercises and groupwork. Students are also assessed on extended pieces of writing via dissertation projects and evaluations of the professional placements.

### 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.

The supporting partner schools of School of History, School of Languages, Linguistics and Film, and the School of Geography, offer elective modules that may be of interest to students on this programme, subject to discussions to confirm availability and capacity with the respective schools.

Please note, the expected study hours across semesters is notional only. For simplicity, credit is presented below as split evenly for modules that run across semesters. However, both full-time and part-time variants of the programme have been carefully designed, so that in practice the work is spread evenly as far as is possible. For example, for the submission in Semester 3 of the assessments for the placement and the dissertation module, work towards these may be started in Semester 2 or earlier.

FULL TIME

**Programme Title:** MA Heritage Management

Four modules run across semesters. Firstly, students will attend the study only module BUSM167 Leadership Seminar (0 credits), which will be co-delivered by QMUL and Historic Royal Palaces in Semester 1 and 2. Secondly, the Compulsory taught module BUSM164 Managing Heritages at Historic Royal Palaces (30 credits). Thirdly, the Core placement module BUSM166 Professional Practice in Heritage Management (15 credits), which will be delivered by Historic Royal Palaces at their London sites in Semesters 1, 2 and 3. Finally, the Core module BUSM168 Dissertation in Heritage Management (45 credits) in Semesters 2 and 3.

SEMESTER 1 (80 credits):

1 Study only module:

BUSM167 Leadership Seminar (0 credits) - Semester 1 and 2

1 Core module:

Third of BUSM166 Professional Practice in Heritage Management (5 of 15 credits) - delivered over Semester 1, 2 and 3

2 Compulsory modules:

BUSM162 Heritage: History, Theory and Practice (30 credits)

Half of BUSM164 Managing Heritages at Historic Royal Palaces (15 of 30 credits) - delivered over Semester 1 and 2

2 Elective module choices out of the following:

BUSM069 Organisational Behaviour (15 credits)

BUSM108 Leading Organisational Change (15 credits)

BUSM163 History of Cultural Industries (15 credits) [suspended]

BUSM200 Cultural and Creative Industries and the Environment (15 credits)

BUSMXXX Contemporary Marketing Management (15 credits)

SEMESTER 2 (72.5 credits):

1 Study only module:

BUSM167 Leadership Seminar (0 credits) - continues from Semester 1, through to Semester 2

2 Core modules:

Third of BUSM166 - Professional Practice in Heritage Management (5 of 15 credits) – placement continues from Semester 1, through to Semester 2

Half of BUSM168 Dissertation in Heritage Management (22.5 of 45 credits) - Semesters 2 and 3

2 Compulsory modules:

Half of BUSM164 Managing Heritages at Historic Royal Palaces (15 of 30 credits) - continues from Semester 1, through to Semester 2

GEG7135 Research Design and Methods (15 credits)

1 Elective module choice out of the following:

BUSM117 Risk and Crisis Management (15 credits)

BUSM141 Project Management (15 credits)

BUSM149 Leadership in the Social and Public Sectors (15 credits)

BUSM161 Funding and Financing in the Creative and Cultural Industries (15 credits)

BUSM165 Organising in the Creative and Cultural Industries (15 credits)

BUSM199 Cultural Production in a Changing World (15 credits)

LIN7020 Ethnography of Communication - Foundations and Fieldwork (15 credits)

SEMESTER 3 (27.5 credits):

2 Core modules:

Third of BUSM166 - Professional Practice in Heritage Management (5 of 15 credits) – placement continues from Semester 2, through to Semester 3

BUSM168 Dissertation in Heritage Management (22.5 of 45 credits) - continues from Semester 2, through to Semester 3

PART TIME

YEAR 1

## Programme Title: MA Heritage Management

Two modules run across semesters. Firstly, students will attend the study only module BUSM167 Leadership Seminar (0 credits), which will be co-delivered by QMUL and Historic Royal Palaces in Semester 1 and 2. Secondly, the Compulsory taught module BUSM164 Managing Heritages at Historic Royal Palaces (30 credits) delivered by Historic Royal Palaces across Semesters 1 and 2.

### SEMESTER 1 (45 credits):

#### 1 Study only module:

BUSM167 Leadership Seminar (0 credits) - Semester 1 and 2

#### 2 Compulsory modules:

BUSM162 Heritage: History, Theory and Practice (30 Credits)

Half of BUSM164 Managing Heritages at Historic Royal Palaces (15 of 30 credits) - Semester 1 and 2

### SEMESTER 2 (30 credits):

#### 1 Study only module:

BUSM167 Leadership Seminar (0 credits) - continues from Semester 1, through to Semester 2

#### 1 Compulsory Module:

Half of BUSM164 Managing Heritages at Historic Royal Palaces (15 of 30 credits) - continues from Semester 1, through to Semester 2

#### 1 Elective module choice out of the following:

BUSM117 Risk and Crisis Management (15 credits)

BUSM141 Project Management (15 credits)

BUSM149 Leadership in the Social and Public Sectors (15 credits)

BUSM161 Funding and Financing in the Creative and Cultural Industries (15 credits)

BUSM165 Organising in the Creative and Cultural Industries (15 credits)

BUSM199 Cultural Production in a Changing World (15 credits)

LIN7020 Ethnography of Communication - Foundations and Fieldwork (15 credits)

### PART-TIME

#### YEAR 2

Three modules run across semesters. Firstly, as in Year 1, Year 2 students will attend the study only module BUSM167 Leadership Seminar (0 credits), which will be co-delivered by QMUL and Historic Royal Palaces in Semester 1 and 2. Secondly, the Core placement module BUSM166 Professional Practice in Heritage Management (15 credits), which will be delivered by Historic Royal Palaces at their London sites in Semester 1, 2 and 3. Finally, the Core module BUSM168 Dissertation in Heritage Management (45 credits) in Semesters 2 and 3.

### SEMESTER 1 (35 credits):

#### 1 Study only module:

BUSM167 Leadership Seminar (0 credits) - Semester 1 and 2

#### 1 Core module:

Third of BUSM166 – Professional Practice in Heritage Management (5 of 15 credits) – Semesters 1, 2, and 3

#### 2 Elective module choices out of the following:

BUSM069 Organisational Behaviour (15 credits)

BUSM108 Leading Organisational Change (15 credits)

BUSM163 History of Cultural Industries (15 credits) [suspended]

BUSM200 Cultural and Creative Industries and the Environment (15 credits)

BUSMXXX Contemporary Marketing Management (15 credits)

### SEMESTER 2 (42.5 credits):

#### 1 Study only module:

BUSM167 Leadership Seminar (0 credits) - continues from Semester 1, through to Semester 2

#### 2 Core modules:

Third of BUSM166 Professional Practice in Heritage Management (5 of 15 credits) – placement continues from Semester 1,

**Programme Title:** MA Heritage Management

through to Semester 2  
 Half of BUSM168 Dissertation in Heritage Management (22.5 of 45 credits) - Semesters 2 and 3

1 Compulsory module:  
 GEG7135 Research Design and Methods (15 credits)

SEMESTER 3 (27.5 credits):

2 Core modules:

Third of BUSM166 - Professional Practice in Heritage Management (5 of 15 credits) – placement continues from Semester 2, through to Semester 3

BUSM168 Dissertation in Heritage Management (22.5 of 45 credits) - continues from Semester 2, through to Semester 3

**Academic Year of Study** FT - Year 1

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Heritage: History, Theory and Practice	BUSM162	30	7	Compulsory	1	Semester 1
Managing Heritages at HRP	BUSM164	30	7	Compulsory	1	Semesters 1 & 2
Leading Organisational Change	BUSM108	15	7	Elective	1	Semester 1
Organisational Behaviour	BUSM069	15	7	Elective	1	Semester 1
Contemporary Marketing Management	BUSMXXX	15	7	Elective	1	Semester 1
Organising in the Creative and Cultural Industries	BUSM165	15	7	Elective	1	Semester 2
Research Design and Methods	GEG7135	15	7	Compulsory	1	Semester 2
Risk and Crisis Management	BUSM117	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
Ethnography of Communication - Foundations and Fieldwork	LIN7020	15	7	Elective	1	Semester 2

Programme Title: MA Heritage Management

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Leadership Seminar	BUSM167	0	7	Study only	1	Semesters 1 & 2
Professional Practice in Heritage Management	BUSM166	15	7	Core	1	Semesters 1-3
Dissertation in Heritage Management	BUSM168	45	7	Core	1	Semesters 2 & 3
Cultural and Creative Industries and the Environment	BUSM200	15	7	Elective	1	Semester 1
Cultural Production in a Changing World	BUSM199	15	7	Elective	1	Semester 2
History of the Cultural Industries	BUSM163	15	7	Elective	1	Semester 1

Academic Year of Study PT - Year 1

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Heritage: History, Theory and Practice	BUSM162	30	7	Compulsory	1	Semester 1
Managing Heritages at HRP	BUSM164	30	7	Compulsory	1	Semesters 1 & 2
Risk and Crisis Management	BUSM117	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
Ethnography of Communication - Foundations and Fieldwork	LIN7020	15	7	Elective	1	Semester 2
Leadership Seminar	BUSM167	0	7	Study only	1	Semesters 1 & 2
Cultural Production in a Changing World	BUSM199	15	7	Elective	1	Semester 2

Programme Title: MA Heritage Management

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

Academic Year of Study PT - Year 2

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Organisational Behaviour	BUSM069	15	7	Elective	2	Semester 1
Contemporary Marketing Management	BUSMXXX	15	7	Elective	2	Semester 1
Research Design and Methods	GEG7135	15	7	Compulsory	2	Semester 2
Leadership Seminar	BUSM167	0	7	Study only	2	Semesters 1 & 2
Professional Practice in Heritage Management	BUSM166	15	7	Core	2	Semesters 1-3
Dissertation in Heritage Management	BUSM168	45	7	Core	2	Semesters 2 & 3
Cultural and Creative Industries and the Environment	BUSM200	15	7	Elective	2	Semester 1
History of the Cultural Industries	BUSM163	15	7	Elective	2	Semester 1
Leading Organisational Change	BUSM108	15	7	Elective	2	Semester 1

**What are the entry requirements?**

Normally a degree of least a 2:1 level for UK applicants and equivalent for overseas students, in any discipline, or an equivalent professional qualification.

For students whose first language is not English, we shall require an IELTS 7, with a 6.0 in Writing.

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

There are both formal and informal channels of feedback within the School.

Each PGT programme has a dedicated Programme Director who also acts in most instances as the Academic Advisor for students



## Programme Title: MA Heritage Management

in that programme. Students are introduced to their Programme Director during the induction week and are encouraged to approach them for academic advice or to discuss issues and/or concerns during their time of study.

Students may also speak with or write to the Director of Taught Programmes about their issues and concerns or to provide feedback.

The Staff-Student Liaison Committee (SSLC) provides a formal means of communication and discussion between schools/institutes and its students. The Committee consists of student representatives from each programme in the School together with appropriate representation from staff within the school. It is designed to respond to the needs of students, as well as act as a forum for discussing programme and module developments. The School's Staff-Student Liaison Committee meets formally once each semester. The minutes of the meetings are published to the School and the action points for these are noted and responded to accordingly.

Feedback from SSLC meetings, module evaluations and the PTES results are also considered by the School's Teaching and Learning Committee which has oversight on matters relating to the delivery and quality of taught programmes at School level. The School operates a structure to address complaints raised by students and students can directly approach the Head of School if they deem every other channel as not having served their purpose. This information is available to students via the Student handbook, the Virtual Learning Environment and the School's website.

All schools/institutes operate an Annual Programme Review (APR) of their taught undergraduate and postgraduate provision. APR is a continuous process of reflection and action planning which is owned by those responsible for programme delivery; the main document of reference for this process is the Taught Programmes Action Plan (TPAP) which is the summary of the school/institute's work throughout the year to monitor academic standards and to improve the student experience. Students' views are considered in this process through analysis of the PTES and module evaluations.

HRP's Programme Director plans and develops course materials, teaches on the programme, co-ordinates and gives support to HRP staff in planning and delivering teaching and professional work experience, and liaises with QMUL staff, especially their fellow Programme Director. The Programme Director responds to and advises students about any concerns that they may have regarding academic or professional work which is located at, or pertains to, HRP's palace sites.

### What academic support is available?

The School of Business and Management aims to provide a high quality teaching and learning environment. Teaching is by research-oriented staff complemented where appropriate by Associate Lecturers, who combine specialist knowledge of their subject with a critical attitude to its delivery, and by academically qualified members of staff from HRP. Students will, accordingly, be working in a challenging, supportive environment.

The induction week prior to the start of Semester A provides introductory talks on all of the services and support mechanisms available within the School and College.

Students on this programme are supported by the individual staff members running modules on this program in terms of immediate advice on a specific module: course content, assignments and exam structure. Students are also assigned an academic advisor whom they are encouraged to consult for academic related support and a dedicated supervisor for their core dissertation module. Beyond this, the administrative staff also provide support services for non-academic matters.

The School uses various channels of communication to provide updates on teaching timetables, module information, events and support services (e.g. Plasma Screens, notice boards, Virtual Learning Environment).

### Programme-specific rules and facts

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

Queen Mary has a central Disability and Dyslexia Service (DDS) that offers support for all students with disabilities, specific learning difficulties and mental health issues. The DDS supports all Queen Mary 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)
- Access to specialist mentoring support for students with mental health issues and Autistic Spectrum Disorders.

### Links with employers, placement opportunities and transferable skills

This programme has been designed in conjunction with Historic Royal Palaces, and placements form an integral part of the programme. HRP staff deliver modules and contribute to leadership seminars throughout the programme.

---

## Programme Specification Approval

---

**Person completing Programme Specification:**

Jenny Murphy/Sakile Martin

**Person responsible for management of programme:**

Edward Legon & John Davis (HRP)

**Date Programme Specification produced / amended by School / Institute Learning and Teaching Committee:**

**Date Programme Specification approved by Taught Programmes Board:**