



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 Creative Industries and Arts Organisation
Name of interim award(s):	N/A
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:	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:

Centre for Commercial Law Studies

School of English & Drama

School of Geography

School of Languages, Linguistics & Film

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

N/A

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, 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, Brazil, India, Pakistan, South Africa, and China.

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The CIAO programme critically explores how academic learning in the interdisciplinary and international study of creative industries and cultural sector is linked to business and society, and applied in organisational practice. Modules are taught using real-world cases from many countries and simulations. The programme draws on the experience of an advisory panel 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 and ethical contexts for creative industries and cultural sector; emphasises equality and diversity issues; recognises of the importance of ethical issues in public management; is based in a business school and therefore has close links to innovating 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, 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 in guest contributions and in student group project 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, and Geography, EECS, Law and carefully selected and appropriate modules from these other schools are available as elective options in the first and second semester. In addition, a programme of continuing professional education in ethical and sustainable practices of creative industries through engagement with guest speakers from partner organisations of the MA in CIAO, some of whom are represented in our Advisory Panel; this 'guest practitioner' engagement will develop students critical management and critical understanding of cultural organisational skills. Staff contributing to this programme bring a wide range of experience, including from their work as consultants to government agencies, organising work in creative industries and the cultural sector. These are not assessed or made compulsory, but students are encouraged to participate. Collective and group work and its methodology is also central to student learning experience in the MA in CIAO. Summative assessment uses various methods, ranging from conventional academic coursework through to shorter specific exercises and analyses of case studies. Formative assessment takes place using class presentations, expert interactions, and peer to peer debates, short written exercises and groupwork.

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 to 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 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 CIAO organisational

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 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;
C 3	Students will develop the independent learning ability required for continuing professional development.

How will you learn?

Lectures, seminars, site visit, creative cluster walks, 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 take the form of individual and group debates and joint study of current and recent presentations, structured from public case studies from a wide variety of countries. Senior serving and former figures management make guest contributions. A range of continuing professional development activities (CPD) is also provided. These forms of assessed and non-assessed formative learning will develop academic and practical skills in 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 through to shorter specific exercises and analyses of data: 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 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 A:

Intro to CIAO BUSM 171 (15 cr) Compulsory

NEW MODULE Cultural and Creative Industries and the Environment (15 cr) Elective

Semester B:

Applied Methods BUSM 170

Organising in CIAO BUSM 165 (15 cr) Compulsory

Cultural Production in a Changing World (15 Cr) Elective

Funding and Finance in CIAO (15 Cr) Elective

15 Credits of Electives

Semester 1 (60 credits):

One compulsory 15-credit module, and 30 credits of elective modules:

Sem 1 - Compulsory modules:

Introduction to Creative Industries and Arts Organisation (15 credits)

Sem 1 - 30 credits of electives:

Due to the interdisciplinary nature of this programme, students are required to take at least 30 credits worth of their electives from outside the SBM. 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 September.

Semester 2 (60 credits):

Two compulsory 15-credit modules, and 30 credits of elective modules:

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Sem 2 - Compulsory modules:
 Applied Methods (Master Class) (15 credits)
 Organising in CIAO BUSM 165 (15 cr) Compulsory
 Cultural Production in a Changing World (15 Cr) Elective

Sem 2 - 30 credits of electives:
 Due to the interdisciplinary nature of this programme, students are required to take at least 30 credits worth of their electives from outside the SBM. Electives available from partner Schools are listed further below. The availability of elective modules will vary from year to year. Elective modules available for enrolment will be confirmed at the start of the programme each year in September.

Semester 3 (60 credits):
 Sem 3 - One core 60-credit module: BUSM169 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 FT - Year 1

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Organising in the Creative and Cultural Industries	BUSM165	15	7	Compulsory	1	Semester 1
Introduction to Creative Industries and Arts Organisation	BUSM171	15	7	Compulsory	1	Semester 1
Introduction to Marketing Management	BUSM137	15	7	Elective	1	Semester 1
History of Cultural Industries	BUSM163	15	7	Elective	1	Semester 1
Performing Mental Health	DRA7010	30	7	Elective	1	Semester 1
News Communication in Early Modern Europe	ESH7020	30	7	Elective	1	Semester 1
Aestheticism and Fin de Siecle Literature	ESH7030	30	7	Elective	1	Semester 1
Imagining South Asia and its Diaspora	ESH7054	30	7	Elective	1	Semester 1
Documentary Film: Theory and Practice	FLM7201	30	7	Elective	1	Semester 1
Film Activism	FLM7204	30	7	Elective	1	Semester 1
Geographical Thought and Practice	GEG7120	30	7	Elective	1	Semesters 1 & 2

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Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Applied Methods (Master Class)	BUSM170	15	7	Compulsory	1	Semester 2
Brand Management	BUSM026	15	7	Elective	1	Semester 2
New Product Development and Business Ecosystems	BUSM084	15	7	Elective	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
The State of the Novel	ESH7010	30	7	Elective	1	Semester 2
Psychoanalysis and Modern Culture	ESH7029	30	7	Elective	1	Semester 2
Literatures of Sensation	ESH7071	30	7	Elective	1	Semester 2
Creative and Critical Writing	ESH7072	30	7	Elective	1	Semester 2
Production Design	FLM7207	15	7	Elective	1	Semester 2
Feminist Film Philosophy	FLM7209	15	7	Elective	1	Semester 2
Research Design and Methods	GEG7135	15	7	Elective	1	Semester 2
Urban Public Cultures	GEG7144	15	7	Elective	1	Semester 2
Creative Public Engagement	GEG7145	15	7	Elective	1	Semester 2
Place, Culture and Identity	GEG71XX	15	7	Elective	1	Semester 2

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Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Intellectual Property and Fashion: Business and Law	SOLM080	15	7	Elective	1	Semester 2
Business of Film	SOLM087	15	7	Elective	1	Semester 2
Graduate Professional and Academic Skills	BUSM178	0	7	Elective	1	Semester 1 or 2
Leadership Seminar	BUSM167	0	7	Study only	1	Semesters 1 & 2
Dissertation in Creative Industries and Arts Organisation	BUSM169	60	7	Core	1	Semester 3
Strategic Entrepreneurship	BUSM186	15	7	Elective	1	Semester 3
Organisational Behaviour	BUSM069	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 Live Practice experience. 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 the emergent Creative Collaboration Network, 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 in London, a kind of birthplace of the creative industries.

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 Steering Committee, and the Advisory Panel (at least one student rep different from the CIAO MA SSLC rep will sit on the Advisory Panel each year). This Panel will undertake yearly audits of the Masters in Creative Industries and Arts Leadership; 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 as well as a coherent relationship between the regular diet of modules and the overall pedagogical aims, learning outcomes, organization and administration of the Masters in CIAO.

The Steering Committee for delivering the Masters in CIAO will consist of SSLC and student representative (1); the programme Director, acting as Chair, and liaison with the PG TLC; the SBM Administrator for the programme SBM marketing officer; and when

possible representatives from Drama, Film, Geography, CCLS, and SBM.

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, student representatives, the CIA Advisory Panel, the Steering Committee, and where and when appropriate and organisationally feasible the People's Palace, Project Phakama, Creative Works London (all QMUL resident Creative Industries organisations), Historic Royal Palaces (through a long term collaboration on the Heritage MA, CIAO students will also be able to avail themselves of some HRP creative industries resources and experience), and in the longer term through further collaborations with Arts Council England (with whom QMUL has signed a MOU).

Continue to advance their knowledge of the creative industries and cultural sector, and sharpen practical understanding of business strategy in these important sectors, and to develop new and high level skills in research, policy implementation, organisational behaviour in CIAO.

For the academic year 2020-2021, the CIAO programme will benefit from a AHRC funded (£110,000) project on "Performing Leadership Differently: Developing Collective Models of Change", which is a collaboration among the Wellcome collection, Arts Council England, Something to Aim For, and SBM (Amit Rai). The emphasis in this participatory action research is on racial and class privilege in the creative industries and arts organising.

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?)
- 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

N/A

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

The Steering committee of the MA in CIAO, in keeping with SBM and QMUL proactive policies around disability and inclusion will ensure that in all their 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.

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

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

The programme's Advisory Panel will consist in experienced creative industries employees and cultural sector organisers, who will provide links with potential employers and practitioner interfaces. 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. Students may, if they wish, use their dissertation as a study for a creative industries or cultural sector organisation as research/practice collaborator, or when appropriate as co-curator; and we shall work to facilitate this with local agencies such as local cultural sector organisations, central government policy departments, regulatory agencies, local educational bodies. Most students on the programme are expected to be international students from a very wide range of countries across Latin America, Asia and Africa, and we cannot feasibly develop contacts with employers in all of these countries. However, we are developing plans to include personal career planning sessions in our associated series of continuous professional development activities for the MA in CIAO students.

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 sectors. These partners include (at the time of writing of this Programme Specification): Creativeworks London, the People's Palace, Project Phakama, Something to Aim For, Project Phakama, Historic Royal Palaces, and Arts Council England.

Programme Specification Approval

Person completing Programme Specification:

Amitabh Rai

Person responsible for management of programme:

Amitabh Rai

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

13 Jan 2021

Date Programme Specification approved by Taught Programmes Board:

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