

Programme Specification

Programme Title and Name of Award	MA Arts and Cultural Leadership and Management		
Academic Level	Level 7	Total Credits	180
Professional Body Accreditation / Qualification	Not applicable		
Date of Professional Body Accreditation	Not applicable	Accreditation Period	Not applicable
UCAS Code	Not applicable		
HECoS Code	100643		
Criteria for Admission to the Programme	<p>The University's standard criteria for admissions apply. Please refer to the Applicant Information pages of the University website for more information. For APL, please refer to the University website. Detailed criteria for admission to this programme can be found on the programme webpage:</p> <p>https://www.cumbria.ac.uk/study/courses/postgraduate/arts-and-cultural-leadership-and-management/</p>		
Teaching Institution	University of Cumbria		
Owning Department	Institute of the Arts		
Programme delivered in conjunction with	Collaborative partners across the county of Cumbria and the NW region, including arts agencies, creative businesses, social enterprises and employers and industry. Many of these organisations are collaborating with the Institute of Arts as part of Cumbria Cultural Consortium and have developed Memorandums of Understanding (MoU) with the University of Cumbria.		
Principal Mode of Delivery	Face to face, blended learning and work-based learning.		
Pattern of Delivery	<p>Full Time</p> <p>(This programme may also be made available on an infill part-time basis at the discretion of the academic programme leader)</p>		

Delivery Site(s)	Brampton Road Campus, Carlisle.
Programme Length	Full time standard registration period is 1 calendar year. Maximum registration period is 5 calendar years.
Higher Education Achievement Report (HEAR)	Upon successful completion of this programme, you may receive a Diploma Supplement/Higher Education Achievement Report (HEAR).
Exit Awards	You may be awarded one of the following Exit Awards if you fail to achieve the requirements of the full programme: <ul style="list-style-type: none"> • PGDip Arts and Cultural Leadership and Management • PGCert Arts and Cultural Leadership and Management
Period of Approval	01.08.2019 - 31.07.2025

Cumbria Graduate Attributes

Throughout your studies, you will be provided with the skills and knowledge relevant to the global workplace. All successful graduates of the University of Cumbria will be:

- Enquiring and open to change
- Self-reliant, adaptable and flexible
- Confident in your discipline as it develops and changes over time
- Capable of working across disciplines and working well with others
- Confident in your digital capabilities
- Able to manage your own professional and personal development
- A global citizen, socially responsible and aware of the potential contribution of your work to the cultural and economic wellbeing of the community and its impact on the environment
- A leader of people and of places
- Ambitious and proud

Programme Features

The MA Arts and Cultural Leadership and Management is a one year Masters level programme which combines creative and interdisciplinary expertise from across the Institute of the Arts to deliver a combination of academic theory, research skills and practical projects in partnership with a variety of cultural organisations in the region.

The course develops your skills, knowledge and understanding in order to extend and diversify your work within the expanding creative, cultural, tourism and heritage sectors and equips you with the advanced information and skills tool kit you need to be successful at management and leadership level or for consultancy and freelance work.

The Masters programme uses a transformational learning approach to develop your learning beyond

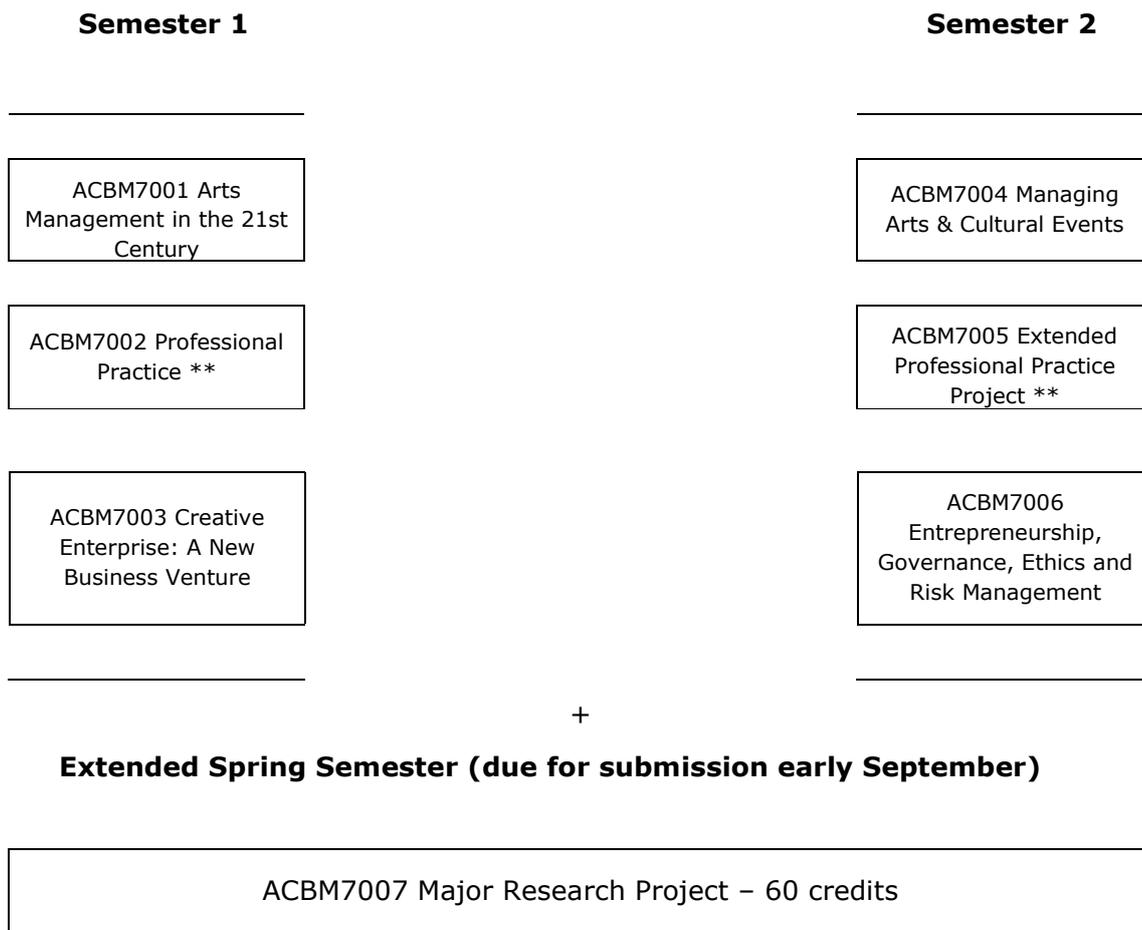
your disciplinary skills and expands your perspectives of your relationship to self, others, community and environment.

Theory modules provide comprehensive coverage of cross-cutting themes such as leadership and project management; strategic thinking and effecting change; financial risk and control; plus operational logistics and marketing management.

You are supported in developing original research for your Major Research Project module and to plan and manage projects in a supportive environment, with responsibility and autonomy appropriate to Masters level study.

A variety of field trips and site visits are an integral and exciting part of the programme (there may be an additional cost associated with these).

A diagram showing the overall structure and design of the programme is given below:



** These 2 modules will enable the required 70 hours of work based learning activity to be gained, this can be with one host organisation or a variety of experiences and you can use your current place of employment or arrange work experience, either voluntary or paid. Help and support with this is outlined in your Work Experience Handbook.

In Semester 1 you study **Arts Management in the 21st Century** a contextual module situating research and practice in arts development alongside business management theory, exploring the principles of managing creativity, looking at case studies across the arts, cultural and creative industries.

You then undertake work experience in your **Professional Practice** module, an opportunity for work based learning in collaboration with our industry partners and regional employers, resulting in the consolidation and extension of your skills, knowledge and understanding through critical self reflection

and reflexivity within a professional practice setting. (A list of work experience providers will be provided at your induction within your Work Experience Handbook).

With a significant number of arts, cultural and creative careers including portfolio work as freelancers on various contracts, plus the emphasis on small-medium enterprises within the sector, the module **Creative Enterprise: A New Business Venture** examines successful business principles and practices including business start-up.

Progressing into Semester 2, the module **Managing Arts and Cultural Events** analyses project management skills, essential to equip you with the ability to plan, manage and deliver arts, cultural and creative activities from concept to completion. This includes market research, product/event/activity development, stakeholder management, operational management and logistics, resource management of finances and human resources, marketing methods, through to evaluation and project closure.

Continuing the close relationship the course has with industry and employers, the **Extended Professional Practice Project** allows you to develop a project specific to a professional setting, negotiated with your course leader and host organisation/s. This offers the opportunity to put your arts and cultural management research and development into practice and produce and manage a project collaboratively in the workplace.

An overarching knowledge of policy frameworks and funding infrastructure is essential and **Entrepreneurship, Governance, Ethics and Risk Management** analyses the regional, national and international support for entrepreneurship and arts and cultural activities. Issues such as ethics and the management of change and risk are examined, alongside compliance with legislation, legal imperatives, directives, policy and regulatory bodies.

Major Research Project Module

The programme team includes the expertise of academic staff across the Institute of Arts at the University of Cumbria and industry partners and employers who host work experiences, live project work and work based learning activities - offering a blend of both academic and industry experience.

This is particularly important to an arts and cultural management course, which needs to be outward facing and provide you with the opportunity to put classroom learning into practice organising practical projects both on campus and externally within the wider community.

The MA Arts and Cultural Leadership and Management has been developed with a high level of consultation with creative and cultural industries and employers and has employability as its key feature. The course aims to blend academic theory and practice and address proven internal progression and external market demand.

In the North West the University of Cumbria's geographic position offers you a unique experience, both of the Lake District landscape and cultural assets, and that of a city culture, together with a variety of venues and organisations working closely with the course to provide you with professional project work and experience. These venues and organisations are world class and include Theatre by the Lake, Tullie House Museum & Art Gallery, Carlisle Cathedral, the Lakes International Comic Arts Festival, Kendal Mountain Festival, C-Art, Keswick Film Festival and many more.

The course team have fostered a range of industry and employer links which benefit you as students and enrich the curriculum. You benefit from excellent links with creative and cultural organisations across the region, including with organisations with whom the University of Cumbria has formalised working relationships with 'Memorandums of Understanding'.

You are supported to develop your employability skills and contacts and the course is also flexible in terms of accommodating your existing professional commitments. Students will engage in work experience and work based opportunities as detailed in your Work Based Learning Handbook. The course is situated at the Brampton Road campus in a creative environment with excellent facilities.

The 180 seat 'Stanwix Theatre' and 80 seat studio theatre are the location for hundreds of

performances a year on campus that provide students with opportunities to get involved with in-house projects and events.

Additionally 'The Vallum Gallery' hosts an all-year-round exhibitions programme with which the students can engage, including exhibitions of PhD research outcomes and Masters level study, showcasing the research community across the Institute of the Arts, in addition to exhibiting external artists and events of national and international importance. The Vallum Gallery programme will be provided at your induction.

Other venues for exhibitions, events and projects include the 'Old Fire Station' partner venue in the city centre plus 'The Calva Bar' student union facility on the Fusehill Street campus (200 capacity). The Sands Centre, which is the largest arts and performance venue in the city, also works closely with the Institute of Arts, with many students employed as promotional/event/technical staff there with events able to be delivered in their facility 'The Venue' (300 capacity). MA students can also work with the University Conference Officers on corporate events and functions across the university itself.

Inter-disciplinary and across-campus working is encouraged with opportunities to develop projects with Ambleside campus and between the Carlisle campuses to develop campus links (e.g. social events, campus vibrancy, exhibitions, film screenings, pop-up cinema, dance flash mobs, community theatre, community choir, TED talks etc).

Therefore the course unites the best of both worlds, providing students with a safe academic context to develop their ideas with excellent in-house facilities, plus the external links with industry to allow transitional experience and real practical projects.

Aims of the Programme

The overall aims of the Programme are:

1. To deepen and extend knowledge and understanding of Arts Management in the 21st Century and other modes of creative enterprise, through a detailed consideration of a range of texts and cultural activities;
2. To encourage confident experimentation in, and sophisticated understanding of, critical theories and scholarly debates, especially in the field of arts, heritage and the creative industries, locally, nationally and internationally;
3. To encourage students to work independently as scholars in the field of arts, culture and creative industries, and to present their work in a coherent, reflective and sophisticated manner;
4. To develop advanced subject specific and transferable skills, including high-order conceptual, literacy, communication, and research skills of value in graduate employment or for students planning to progress into doctoral research.

Level Descriptors

Level Descriptors describe in general terms the expected outcomes you will achieve at each level of study as you progress through your programmes. They describe the relative demand, complexity, depth of learning and learner autonomy associated with a particular level of learning and achievement. The University's Level Descriptors are aligned to the national [Framework for Higher Education Qualifications](#) (FHEQ) and are a key mechanism for ensuring the academic standards of the University's provision.

At Level 7 (Usually Master's level), you will be able to demonstrate that you have the ability:

- To display a systematic understanding of knowledge, and a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of your academic discipline, field of study or area of professional practice.
- Employ advanced subject-specific and cognitive skills to enable decision-making in complex and unpredictable situations.
- Generate new ideas and support the achievement of desired outcomes
- Accept accountability for decision making including the use of supervision
- Analyse complex concepts and professional situations by means of synthesis of personal and work place reflection and data drawn from scholarship and research in the field.

Programme Outcomes – Knowledge and Understanding

The programme provides opportunities for you to develop and demonstrate the following:

After 60 credits of study (PGCert) you will be able to demonstrate:

K1. Explain, interpret and challenge the fundamental principles of arts, cultural and creative business management - the planning, organisation and management from concept to completion of a variety of activities within given practical parameters (timescale, budget, stakeholders, location) and from a range of critical perspectives.

K2. Demonstrate a critical awareness and understanding of core values and contemporary issues within the arts, cultural and creative sector, in both the application of knowledge in business management theory work and autonomous and collaborative practical projects.

K3. Design and deliver arts, cultural and creative business management projects through the cycle of planning, management and evaluation, using the successful application of project management and business management principles and processes, including generating professional pitches, writing plans, applying funding strategies and completing evaluations.

After 120 credits of study (PGDip) you will be able to demonstrate:

K4. Display confident and sophisticated application of a range of subject specific theories and terminology when analysing and reflecting upon the different social, economic, political, environmental, cultural, technological dimensions and impacts of arts, cultural and creative business management.

K5. Display an understanding of the regional and national infrastructure of arts, cultural and creative business management, including its legislative, governance and funding framework, covering issues such as contracts, cancellation contingencies, licenses and permissions, insurance, duty of care, codes of conduct, plus the necessary health and safety and risk assessment infrastructure.

K6. Effective project management operations and logistics in response to client and customer demand, including resource management of finances and human resources, the formation and development of project teams, the management of volunteers and subcontractors, plus application of good financial practices.

After 180 credits of study (MA) you will be able to demonstrate:

K7. Critically reflect upon the nature, scale and scope of the arts, cultural and creative industries and display an insight into business management theory characteristics associated with employment, self-employment, freelance and portfolio working lives.

K8. Critically self-reflect upon your transformational learning approach to develop your learning

beyond your disciplinary skills and expand your perspectives of your relationship to self, others, community and environment.

K9. Demonstrate sophisticated understanding of business management theories in relation to arts, culture and creative professional practice - reframing new knowledge and developing new perspectives, building competence and self confidence in new roles and relationships.

Programme Outcomes – Skills and other Attributes (including Employability Skills)

The programme provides opportunities for you to develop and demonstrate the following:

After 60 credits of study (PGCert) you will be able to demonstrate:

S1. Excellent communication skills, both written and verbal, clearly expressing complex information and ideas confidently, including pitching skills, presentation skills, discussion and debate in a range of contexts.

S2. Planning and organisational skills, taking proposals from concept stage to completion then evaluation, with thorough and detailed documentation.

S3. Team work skills, working with others democratically and with discretion, integrity, confidentiality and diplomacy, with initiative and motivation of self and others.

After 120 credits of study (PGDip) you will be able to demonstrate:

S4. Interpersonal skills, the ability to relate with people at all organisational levels and exhibit sensitivity and respect for the views of others, demonstrating negotiation and persuasion skills in the ability to influence others and reach agreement.

S5. Decision making, determining the best course of action and evaluating options then proactively identifying and presenting solutions.

S6. Investigation, analysis and problem solving skills, researching and gathering information systematically to establish facts and principles.

After 180 credits of study (MA) you will be able to demonstrate:

S7. Professionalism and a good work ethic and high expectations and standards of own and others work, taking responsibility of actions, adhering to work procedures with an understanding of overall arts, cultural & creative business management objectives.

S8. Flexible approach to working environments, adapting to changing situations and requirements with creativity and innovation, generating new ideas and solutions.

S9. Commercial sensitivity and awareness, demonstrating understanding of the contemporary legislative, governance and commercial business environment and realities affecting arts, cultural and creative business operations.

Intellectual Skills

- Research and critically evaluate paradigms, theories, concepts and factual information.
- Develop original and creative event concepts.
- Interpret and analyse complex data, both written and numerical (e.g. market research data, financial information).
- Ability to think critically and creatively and to solve increasingly complex problems with considerable autonomy.
- Apply arts management theory in practical work, from fundamental planning and management principles to sophisticated finance, marketing, human resources and project management

frameworks and good practice models.

- Evaluate and apply business managerial skills and knowledge by exposure to professional practice.
- Develop a sustained piece of independent intellectual work in the form of a Major Research Project with developed critical thinking and original argument.
- Undertake independent study demonstrating the ability to source, assess and evaluate evidence and apply appropriate research methodologies.

Practical Skills

- Ability to work practically on projects which allow the exploration and development of creative and interdisciplinary working practices, including working to real project briefs, timescales and budgets.
- An ability to contribute effectively to the planning, development and realisation of practical projects using appropriate techniques and procedures whilst demonstrating high levels of relevant skills.
- Understand and accommodate moral, ethical, sustainability and safety issues in arts management particularly with regard to legislation, duty of care and codes of conduct.
- Complete practical site/venue visits with professional regard for safety and risk assessment.

Key Skills

- Ability to work in a team, accepting personal responsibility and demonstrating professional attitudes and behaviours.
- Ability to work independently, with qualities of self-motivation and discipline.
- Record and reflect on all aspects of learning, with the ability to reflect and evaluate their own progress in a focused way.
- Ability to communicate clearly and effectively in a variety of contexts and to a variety of audiences using both written and verbal forms of communication.
- Plan their continued professional development as a lifelong learner and make critical decisions about career choices.
- Apply a range of IT skills as appropriate to tasks, including Access, Excel, Photoshop, In Design and Website Design.

External and Internal Reference Points

The following Subject Benchmark Statements and other external and internal reference points have been used to inform the Programme Outcomes:

QAA Subject Benchmark Statement for Master's Degrees in Business & Management (2015) as sourced from the [QAA website](#):-

QAA Subject Benchmark Statement for Master's Degrees in Business & Management - Benchmark standards:-

https://www.qaa.ac.uk/docs/qaa/subject-benchmark-statements/sbs-business-and-management-15.pdf?sfvrsn=1997f681_16

QAA Subject Benchmark Statement for Master's Degrees in Business & Management - Knowledge and understanding for generalist management degrees:

QAA Benchmark Standard - Skills for all Master's Programmes

QAA Subject Benchmark Statement for Master's Degrees in Business & Management - Benchmark Standard for Professional Practice

- [UoC Vision, Mission and Values](#)
- [UoC Corporate Strategy](#)
- [UoC Strategic Plan](#)
- [UoC Learning, Teaching and Assessment Strategy](#)
- [UoC Institute of the Arts Business Plan](#)
- [UoC Academic Regulations and Academic Procedures and Processes](#)

Graduate Prospects

Career opportunities in the arts, cultural and creative industries are many and varied, even in a challenging economic environment. In addition to jobs in the creative sector there are many opportunities in the wider cultural, tourism and heritage industries - locally, nationally and internationally.

The Institute of the Arts has an extensive network of organisations and partnerships that exist for the benefit of student transition into employment or further study at MPhil/PhD level.

The course provides you with the skills and experience you need to be flexible and ready for progression into leadership and management levels and self-employment as freelancers and business start-up entrepreneurs.

In the digital age, opportunities are further advanced by technological developments and social media and marketing. Graduates of the MA Arts and Cultural Leadership and Management will have a critical understanding of arts & cultural organisations, their management and the distinctive challenges faced by those working in this rapidly changing global context.

The MA Arts and Cultural Leadership and Management promotes the principles of an international curriculum and supports you to develop into an industry ready Masters graduate.

Learning, Teaching and Assessment Strategies employed to enable the Programme Outcomes to be Achieved and Demonstrated

As a student at the University of Cumbria, you are part of an inclusive learning community that recognises diversity. You will have opportunities to learn by interacting with others in a collegiate, facilitative and dynamic learning environment. Teaching, assessment and student support will allow equal and equitable opportunities for you to optimise your potential and develop autonomy.

Diversity and equality will be central pillars of recruitment strategies and embedded in the course content.

We seek to create a stimulating and innovative community of learning, whether encountered on campus or at a distance, on work experience in the workplace. Facilitated by our expert practitioner staff, you will experience a learning environment that is well equipped, flexible, and stimulating.

Learning and Teaching

Equality, inclusion and social justice are values which are very important to all staff and students

across the Institute of Arts. Our pedagogical approach is inclusive and engages our students with contemporary academic debate and professional practice, with ongoing review to ensure our curriculum and delivery methodologies are effective and continue to evolve in line with technological progression and industry and employer expectations.

The MA Arts and Cultural Leadership and Management embeds into its curriculum design the four key themes of the University of Cumbria's Learning, Teaching and Assessment Strategy 2017-22:

1. Excellence in Learning & Teaching
2. Responsive Learner Support
3. Employability & Graduateness
4. Developing Digital Capabilities of Students & Staff.

The programme-specific learning and teaching approaches and methodologies of the MA Arts and Cultural Leadership and Management ensure student involvement at every level of decision making concerning their education; from curriculum and programme design which has taken into account student feedback, to pedagogical developments such as developing collaborative and critical pedagogical approaches and accessible and relevant assessments.

When developing this curriculum research has been undertaken into delivering relevant learning and development opportunities to equip staff and student representatives with the skills and knowledge they need to support a diverse student and staff body.

MA Arts and Cultural Leadership and Management team are committed to developing the democratic research, practice and scholarship culture within our staff and student body, in that the ideas, work and findings of students and academics of all levels are treated with equal intellectual respect and contribute to research outputs.

The Institute of the Arts provides a flexible learning environment both in terms of physical space and in the application of innovations in technology. Staff are continually devising and refining inclusive teaching and assessment practices to deliver an inclusive and innovative curriculum, working in partnership with you to bring about enhancements in learning practices.

These are achieved through the following teaching/learning methods and strategies:

- Lectures
- Seminars - including regular (non-assessed) class presentations and discussion
- Workshops
- Site visits
- Guest speakers
- Directed individual study
- Essay consultation and tutorials
- One-to-one arts based research project supervision
- Work experience

Blended Learning

Your traditional classroom learning will be supplemented by online learning threads or webinars, providing opportunities for distance, online and flexible learning.

The MA Arts and Cultural Leadership and Management learning and teaching methods frequently relate theme 3 of the University of Cumbria Learning, Teaching and Assessment Strategy 2017-22 - 'Employability and Graduateness.' Work-based, experiential and inter-professional learning is a central part of the course, whether through formal work experience, simulated work environments, or contact

with industry experts.

Active learning and social learning opportunities are provided through group tasks, peer review and networking events. In line with the Teaching and Assessment Strategy 2017-22, "A balance is maintained between subject skills and knowledge and skills for working with others, self-management, teamwork, problem-solving and resilience. A focus on professional competency and readiness for work is embedded within programmes."

You are able to access excellent in-house facilities on the Institute of Arts campus, from editing suites to photography studios, to a theatre and gallery with year-round public programming. In addition external links with industry allow transitional experience and real practical projects.

Staff facilitate your engagement with arts & cultural management practitioners (e.g. live project, work experience). Work based learning and work experience activity is managed and quality assured via organisation and communication in conjunction with the university's Placement Unit and completion of documentation.

Summative and Formative Assessment

A wide range of assessment methods are designed to ensure a creative approach to assessment that requires you to demonstrate diverse skills through the production of coherent, compelling, and cogent responses to set questions or problems.

A balanced approach to assessment means all students are supported to succeed. Formative assessment includes: discussion forums / group discussions, presentations, formative writing, blogs and journals. Summative assessment includes coursework, pitches to a panel, portfolios of evidence, a major research project, in addition to essays and reports.

Real workplace scenarios, case studies and live projects ensure you are challenged with a range of engaging opportunities to showcase your skills, knowledge and understanding.

The MA Arts and Cultural Leadership and Management team support you to manage your workload successfully by designing assessment schedules in such a way as to avoid the 'bunching' of submission deadlines. Staff provide a relevant and practicable workload, which where possible enables anonymous marking and always provides effective feedback to enable student success and progression.

Student Support

We provide responsive learner support that promotes student success. Our approach to learner support is designed to support achievement and progression, champion inclusivity and accessibility, prepare you for opportunities beyond study, and promote independence and resilience, enabling you to achieve your potential.

As a student of the University of Cumbria, you will be taught by academics and expert practitioners who facilitate learning through structured inquiry. You will be provided with access to high quality academic resources through physical and digital libraries and will be supported to develop skills that enable you to become a critical, reflective, discerning and independent learner and researcher.

Induction

Induction week at the beginning of the course introduces you to your specialist course delivery team, staff and peers, plus other key support staff and services. As a student of University of Cumbria, you will have access to Library and Student Services (IS) facilities; careers and employability, financial help, counselling, health and wellbeing, support for disabled students and those with specific learning requirements and taught sessions to develop a high level of information fluency, digital skills and academic skills.

You will have embedded skills interventions from IS as part of your induction experience and beyond. You will be set some initial tasks to begin working as a team and to identify strengths and areas of development.

Personal Tutoring

You will also be allocated a Personal Tutor. Your Personal Tutor will be proactively involved in the delivery of your programme and will have contact with you throughout your time at the University. They will support your learning and development, including through tutorials, Progress Reviews and other support as outlined in the Personal Tutoring Policy.

Personal Development Planning

Personal development planning (PDP) has been embedded into the programme and you will be supported to engage with these activities through a theme of critical self reflection and reflexivity undertaken throughout each of the modules.

The MA Arts and Cultural Leadership and Management programme supports you to build a portfolio of work by completion of the course which will demonstrate your transformational learning journey. You will develop beyond your disciplinary skills and expand your perspectives of your relationship to self, others, community and environment.

Library and Academic Support (based in Information Services)

Module leaders will collaborate with Library and Academic Advisors to ensure that your reading and resource lists are current and items are available via the library discovery tool OneSearch. In order to maximise access, availability and usefulness, ebooks and electronic journal titles will, in most cases, be prioritised. You can access a wide range of electronic and print content using [OneSearch](#) and you can find out more about key texts, databases and journals for your subject by accessing the library's [subject resources webpages](#). Where appropriate, module reading and resource lists will be made available to you electronically using the University's [online reading and resource list system](#).

The [Skills@Cumbria](#) service can help support your academic skills and success throughout your programme. The service is delivered by a team of professional Library and Academic Advisors. It includes a suite of [online self-help resources](#) accessible 24/7 via the University's website and Blackboard site. It also provides group and individual advice and guidance accessible through and alongside your course and by different means such as face to face, email or virtual. Visit [skills@cumbria](#) for more details.

IT and Technical Support

Technology is an invaluable asset when it comes to studying, so it's important you know how to make the most out of the excellent [facilities](#) we have available. Our aim is to ensure you can access university electronic resources from anywhere or any device, whether on or off campus. The [Student Hub](#) is your one-stop gateway to all university systems, Outlook email, and OneDrive.

Whether you consider yourself a computer expert or you're not confident about your IT skills, we're always around to ensure you get the level of support you need. We have a wealth of information and support available on the [website](#) and have a dedicated IT Service Desk where you can talk to someone by phone or log your question online from anywhere, at any time.

Students have open access to excellent IT facilities both at Brampton Road campus and Fusehill Street campus, which provides free laptop computer access and wireless internet at The Learning Gateway and 24 hour IT access available in its computer suites.

Staff and Student Services

Staff and Student Services offer a wide range of support, including: careers and employability, financial help, counselling, health and wellbeing and support for disabled students and those with specific learning requirements. We know that you want to get the most out of your programme, make the best use of your time and find or continue in the career you always dreamed of. Access university support

and facilities easily and quickly via the [website](#) and/or via the Student Services guidance tile on the [Student Hub](#).

In addition to the range of guidance above, you have the opportunity to further develop your personal, academic and professional skills by taking part in a number of initiatives coordinated and delivered by professional services advisers.

Preparing for Postgraduate Study

This free online pre-entry Master's level course is available free of charge through the Open Education Platform powered by Blackboard as is Head Start Plus. It provides a useful insight into the academic requirements of study at postgraduate level and is recommended to students who are about to start their PG qualification.

To access the course simply follow the link to <https://openeducation.blackboard.com/cumbria> and set-up a free account with Open Education. Once logged on, select the course free of charge and work through it at your own pace.

Support for your Major Research Project

The Major Research Project offers you the opportunity to complete a sustained research project on a topic of special interest. You should identify the broad area of interest before you arrive at the university and you will be asked about it as part of your interview process. The topic of the Major Research Project does not have to be related to any of the taught modules.

A Major Research Project proposal should meet the following criteria:

- Intellectually viable
- Achievable within the stipulated timescale and word limits
- Feasible given the resources available.

You are advised to begin research work on your Major Research Project in Semester 1. It can take time to work out exactly how to focus your work and decide on what you need to look at and read, so it is best to start early. You will submit a research report, with full literature review, before progressing on to your full Major Research Project.

You will have a Major Research Project supervisor allocated to you, whose specialist expertise is relevant to your area of research interest. You will see your supervisor on a regular basis agreed between the two of you during the extended Spring Semester to support you.

Your supervisor will normally require you to submit written work regularly and will recommend reading as well as assisting you in structuring your project. It is important to work regularly on your Major Research Project and especially to make the most of your contact with your supervisor. The writing up period is undertaken over the summer with final submission at the start of September.

Workshops will be available to cover the production of a Masters level Major Research Project, covering guidance and support throughout the process of developing your proposal, literature review, indicative methods, ethical considerations, bibliography, correct referencing, how to research effectively and develop your own independent enquiry.

There will be a series of Study Units (via Blackboard) to enable you to engage with background reading, carry out small-scale research tasks, share experiences with peers and review peers' work, and measure/evaluate your own progress.

Mature Students' Events

Whether it is a coffee morning, lunchtime gathering or a social event, there are events happening throughout the year to link you up with other mature students who will also be juggling a number of commitments alongside their studies.

Help is at Hand Events

Keep a look out for these interactive events on campus around October and January. You are encouraged to attend these as they showcase the range of support available here and gives you the opportunity to talk to people from Finance, Accommodation, the Students' Union, the Wellbeing and Disability Team etc.

Career Ahead

Career Ahead is the University's Employability Award, which gives students the opportunity to make their graduate CV stand out. Based on what employers look for in an ideal candidate, this award works with students to identify any gaps in their skill set, reflect on their experiences and develop further skills. The University of Cumbria's employability award is split into three stages: Bronze, Silver and Gold, with a further Career Ahead + Platinum level. Students' engagement in extra curricula activities such as volunteering, part-time work, project and charity work and peer mentoring are recognised within Career Ahead. To find out more or to register, email careerahead@cumbria.ac.uk.

Programme Curriculum Map					
Academic Level	Module Code	Module Title	Credits	Module Status*	Programme Outcomes achieved
7	ACBM7001	Arts Management in the 21st Century	20	Compulsory	K1, K2, S1
7	ACBM7002	Professional Practice	20	Compulsory	K3, S1, S2, S3
7	ACBM7003	Creative Enterprise: A New Business Venture	20	Compulsory	K1, K2, S1, S2, S3
7	ACBM7004	Managing Arts & Cultural Events	20	Compulsory	K1, K2, K3, K4, K6, S1, S2, S3, S4, S5, S6
7	ACBM7005	Extended Professional Practice Project	20	Compulsory	K3, K4, K5, K6, S1, S2, S3, S4, S5, S6, S7, S8, S9
7	ACBM7006	Entrepreneurship, Governance, Ethics and Risk Management	20	Compulsory	K1, K2, K4, K5, K6, S1, S3, S4, S5, S6, S7, S9
7	ACBM7007	Major Research Project	60	Compulsory	K1, K2, K3, K4, K6, K7, K8, K9, S1, S2, S5, S6, S7, S9
Notes					
This programme operates in accordance with the University's Academic Regulations and Academic Procedures and Processes A failed student will not be permitted to re-register on the same programme					

* Key to Module Statuses	
Compulsory Modules	Must be taken although it may possible to condone/compensate as a marginal fail (within the limits set out in the Academic Regulations and provided that all core or pass/fail elements of module assessment have been passed)

Programme Delivery Structure: Full Time				
Module Code	Module Title	Delivery Pattern	Method(s) of Assessment	Approximate Assessment Deadline
		Autumn Semester / Spring Semester / Extended Spring Semester / Year-Long		
ACBM7001	Arts Management in the 21st Century	Autumn Semester	Project work Report	Mid S1 End S1
ACBM7002	Professional Practice	Autumn Semester	Portfolio	End S1
ACBM7003	Creative Enterprise: A New Business Venture	Autumn Semester	Practical skills assessment Project work	Mid S1 End S1
Students exiting at this point with 60 credits would receive a PGCert Arts and Cultural Leadership and Management				
ACBM7004	Managing Arts & Cultural Events	Spring Semester	Project work	End S2
ACBM7005	Extended Professional Practice Project	Spring Semester	Project work Portfolio	Mid S2 End S2
ACBM7006	Entrepreneurship, Governance, Ethics and Risk Management	Spring Semester	Report Project Work	Mid S2 End S2
Students exiting at this point with 120 credits would receive a PGDip Arts and Cultural Leadership and Management				
ACBM7007	Major Research Project	Extended Spring Semester	Written assignment Portfolio	Beginning of September

Students exiting at this point with 180 credits would receive an MA Arts and Cultural Leadership and Management

Methods for Evaluating and Improving the Quality and Standards of Learning

Mechanisms used for the Review and Evaluation of the Curriculum and Learning, Teaching and Assessment Methods

- Module Evaluation
- Programme Validation and Periodic Review
- Annual Monitoring
- Peer Review of Teaching
- External Examiner Reports
- Student Success and Quality Assurance Committee.

Module Assessment Boards meet to ratify marks and External Examiners are involved in these. Annual Evaluation Reports of the programme are undertaken and fed into senior management report mechanisms. Student success is recognised within the Institute of Arts by academic and enterprise awards.

Mechanisms used for gaining and responding to feedback on the quality of teaching and the learning experience – gained from: Students, graduates, employers, Placement and work-based learning providers, other stakeholders, etc.

- Staff Student Forum
- Module Evaluation Forms
- Programme Evaluation: UK Engagement Survey
- Module/Programme/Personal tutorials
- Meetings with External Examiners.

The provision of a good student experience is central to the course and the university. Modules are evaluated by both staff and students and feedback is continuously utilised to develop teaching and learning strategies. Feedback from regular informal student and staff meetings and the formal Staff Student Forums (SSF) that take place each Semester are fed into programme review and development.

Date of Programme Specification Production:

June 2018

Date Programme Specification was last updated:

28.02.2019

For further information about this programme, refer to the programme page on the University website:-

<https://www.cumbria.ac.uk/study/courses/postgraduate/arts-and-cultural-leadership-and-management/>

The following information has implications for potential international applicants who require a Tier 4 visa to study in the UK

Is the placement requirement more than 50% of the programme?	No
If yes, what % of the programme is the placement requirement?	Not applicable