

MA Arts Management

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Awarding institution	Bath Spa University
Teaching institution	Bath Spa University
School	Bath Business School
Main campus	Newton Park
Other sites of delivery	n/a
Other Schools involved in delivery	n/a
Name of award(s)	MA in Arts Management
Qualification (final award)	MA
Intermediate awards available	PgCert, PgDip
Routes available	n/a
Duration of award	1 year full-time; 2 year part-time
Sandwich period	n/a
Modes of delivery offered	campus-based
Regulatory Scheme [1]	Taught Postgraduate Framework
Professional, Statutory and Regulatory Body accreditation	n/a
Date of most recent PSRB approval (month and year)	n/a
Renewal of PSRB approval due (month and year)	n/a

UCAS code	n/a
Route code (SITS)	AMMA
Relevant QAA Subject Benchmark Statements (including date of publication)	n/a
Date of most recent approval	October 2017
Date specification last updated	February 2024

[1] This should also be read in conjunction with the University's Qualifications Framework

Programme Overview [↗](#)

The MA in Arts Management at Bath Spa builds on students' own previous experience and background, expanding their professional arts and cultural knowledge, management skills, entrepreneurial thinking, and creative leadership skills. Designed and delivered in close collaboration with leading arts organisations, the course provides students with the theoretical framework, appropriate skills and practical experience to meet the challenges of working in their chosen field.

The modules offered cover theory, critical thinking, skills development and practical experience; they have been designed to allow students to demonstrate an ability to analyse historic and current debates in and about culture and the arts; to apply this analysis to contemporary practice, structures, funding and participation; and to relate both to the complex range of activities involved in 'managing' the arts and culture.

On this course students take a combination of Arts Management specific modules (including a core arts and cultural management placement module) and appropriate more general Business and Management modules. For their 60 credit module, they have the option of choosing between a dissertation, or an extended placement project as their final module.

Programme Aims [↗](#)

1. To develop arts and cultural management knowledge and expertise at both theoretical and practical levels;
2. To engage students in current debates about development of the arts and cultural sectors, and to enable them to reflect on present challenges in the context of social, political and economic change;
3. To support the development of practitioners who can work in or around the sector in a range of roles, drawing on a broad mix of skills and experience;
4. To foster and support self-development through scholarly enquiry, peer discussion, evaluation, reflective practice and the application of scholarship and research to arts and cultural management practice;
5. To support the development of the skills necessary to lead, design and conduct a piece of original and/or innovative research, or to produce a substantial body of work for a range of partner arts and cultural organisations, underpinned by relevant analysis and reflection;
6. To provide opportunities for students to experience the aspects of arts and cultural management most relevant to their chosen career path.

Programme Intended Learning Outcomes (ILOs)

A Subject-Specific Skills and Knowledge

- A1 An ability to analyse past and current arts and cultural management practice and policy, and place this in its broader conceptual, social, economic and political context
- A2 An ability to analyse the key challenges, and the implications of these challenges, facing the sector at organisational, local, regional, national and/or international levels
- A3 A critical awareness of the complex relationships between economic/financial contexts and audience development, and strategic analysis and planning for arts and cultural organisations
- A4 A critical awareness of the ways in which organisational structure, development and dynamics relate to the way arts and cultural events and experiences are produced, presented and facilitated, and evaluated
- A5 A comprehensive understanding of the issues around leadership in complex and diverse organisations, and the management of people in varied contexts from governance boards to working with individual artists - and how these are shaped by internal and external forces and circumstances
- A6 A comprehensive understanding of the research methodologies, theories and sources appropriate for evaluating contemporary arts and cultural management practice and policy

B Cognitive and Intellectual Skills

- B1 To write/present coherent, concise, engaging and audience appropriate reports, case studies, reviews, etc., based on evidence from work-based experience and practice, and on scholarly and sector reading and research
- B2 To research across a range of academic disciplines and professional practical areas, and use a variety of sources and appropriate methodologies to investigate broad areas and more specific topics
- B3 To operate effectively, both individually and within a team in the planning, executing and evaluation of a range of tasks and projects in a logical, knowledgeable and professional manner
- B4 To successfully plan, complete and evaluate a range of work-based activities, relating these to appropriate research, critical thinking, policy contexts and current professional practice
- B5 To deal creatively and systematically with complex issues and with ambiguity
- B6 To analyse and solve problems, and make evidence-based, well-founded decisions in unpredictable or challenging situations
- B7 To understand the crucial need for ongoing Continuing Professional Development (CPD), and the importance of establishing, maintaining and constantly expanding professional networks

C Skills for Life and Work

On achieving Level 7 you will be able to:

- C1 **Work Independently** - Act autonomously in planning and implementing tasks in a professional context.

C2 **Work with Others** - Plan for and actively engage in inclusive collaboration with others to tackle and solve complex problems and develop original insights.

C3 **Communicate with Impact** - Communicate complex ideas clearly, effectively and impactfully with specialist and non-specialist audiences.

C4 **Demonstrate Digital Fluency** - Use digital skills productively, critically and ethically to enhance creativity and communication in a professional context.

Intermediate awards [↗](#)

PgCert Intended Learning Outcomes

A Subject-specific Skills and Knowledge

A1; A2; A3; A4

B Cognitive and Intellectual Skills

B1; B2

C Skills for Life and Work

C1; C3; C4

PgDip Intended Learning Outcomes

A Subject-specific Skills and Knowledge

A1; A2; A3; A4; A5

B Cognitive and Intellectual Skills

B1; B2; B3; B4; B7

C Skills for Life and Work

C1; C2; C3; C4

Programme Content [↗](#)

This programme comprises the following modules

Key:

Core = C

Compulsory = R (ie 'required')

Optional = O

Not available for this status = N/A

If a particular status is greyed out, it is not offered for this programme.

Subject offered as single programme

MA Arts Management				Status	
Level	Code	Title	Credits	Single	Joint
7	AM7100-15	Arts Management in the 21st C	15	C	
7	AM7004-30	Placement	30	C	
7	AM7008-15	Managing Arts and Cultural Events	15	C	
7	AM7005-60	Extended Placement Project	60	R*	
7	AM7006-60	Dissertation	60	R*	
7	BM7019-15	Entrepreneurship	15	C	
7	BM7020-15	Managing People	15	C	
7	BM7037-15	Governance, Ethics and Risk Management	15	C	
7	BM7302-15	Digital Marketing	15	C	

Assessment methods [↗](#)

A range of summative assessment tasks will be used to test the Intended Learning Outcomes in each module. These are indicated in the attached assessment map which shows which tasks are used in which modules.

Students will be supported in their development towards summative assessment by appropriate formative exercises.

Please note: if you choose an optional module from outside this programme, you may be required to undertake a summative assessment task that does not appear in the assessment grid here in order to pass that module.

Work experience and placement opportunities [↗](#)

Work-based experience is an essential part of this course. The University has contacts and partnerships with a wide range of local, regional, national and international arts and cultural organisations. There are opportunities for work-based experience in, and beyond Bath and the local area.

All students engage in work-based experience in the module **AM7004-30 Placement**. Students produce a portfolio that reflects on their experience of working within an arts organisation, and offers them the opportunity to consider this experience within the wider context of arts and cultural management today.

This can then extend into the final 60 credit module **AM7005-60 Extended Placement Project** as the basis for the final project portfolio, or students can take a second placement at a different organisation.

Work-based experience and formal placements are supported by the Bath Business School Graduate Course Director, the MA Arts Management Placements Coordinator, and by a designated mentor in the host organisation

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Additional Costs Table [↗](#)

Module Code & Title	Type of Cost	Cost

Graduate Attributes [↗](#)

Graduate Attribute	While at Bath Spa, I will develop my ability to:	This programme will help me to do this through:
Confidently Self-Aware	Reflect on and recognise my unique skills, strengths, and values and be able to apply and articulate them in a range of different contexts.	Having the classroom time to share experience. Practice debate and conversation. Learn about different sectors and arts and culture activities.
Emotionally Attuned	Be mindful of how my actions and emotions impact those around me so I can better navigate difficult situations and build effective interpersonal relationships.	The range of classroom teaching, plus the opportunity to work with others, and my interaction with the arts community will allow careful mindfulness of how managerial skills will affect others.
Inclusive Collaborator	Contribute independently to collaborative projects while working effectively with others, valuing diversity and respecting individual differences.	Business skills can be developed and used as tools to enable contribution to projects, both independently and through team work.
Adaptable Innovator	Embrace challenges, taking risks where needed and applying individual and collective problem solving.	The arts and culture sector is forever needing to be innovative. Projects are often short-lived and temporary; funding is hard to come by. Innovative thinking is necessary for a sustainable career.

Critical Thinker	Keep an open mind, ask curious questions and think creatively to gain a deeper and broader understanding of global perspectives and the world around me.	Working with others from different countries and cultures, plus the differences often found in arts and culture encourage an open mind in placements and classroom workshops.
Forward Thinker	Set goals, plan ahead and utilise resources to support my personal ambitions and achieve my own version of success.	There will be continuous learning through workshops, placement work, spontaneous activities to encourage forward thinking and planning for projects and career development.
Ethical Leader	Act with empathy, making decisions grounded in ethical principles while advocating for sustainability and positive social change.	The programme enables the new arts manager to become familiar with and more attuned to a variety of cultures, decisions, and will provide the opportunity to understand the PESTLE analysis and it's influence on the arts.
Responsible Self-Starter	Be accountable for my actions and decisions while demonstrating creativity, proactivity, and a focus on solutions.	Placement work and academic assignments provide opportunity for self-learning, guidance and responsibilities.
Compassionately Resilient	Respond to setbacks with a reflective and positive attitude, flexibility and a self-caring approach.	Placements and volunteer opportunities encourage a self-caring approach and to learn how to adapt to timetables, commitments and unusual working hours often found in the world of arts and culture.
Digitally Resourceful	Utilise and responsibly leverage existing and emerging technologies to solve problems and communicate.	Digital skills are in high demand in placement settings and as part of the course. Portfolios, project plans and media are practised throughout.

Modifications

Module-level modifications

Code	Title	Nature of modification	Date(s) of approval and approving bodies	Date modification comes into effect

BM7034-15	International Business Practice	Assessment modification	approved by SQMC 13th November 2019	2020/21
BM7012-15	Marketing Management	Assessment modification	approved by SQMC 13th November 2019	2020/21
BM7033-15	International Business Environment	Assessment modification	approved by SQMC 13th November 2019	2020/21
BM7019-15	Entrepreneurship	Assessment modification	approved by SQMC 13th November 2019	2020/21
BM7036-15	Creative Enterprise: A New Business Venture	Assessment modification	approved by SQMC 13th November 2019	2020/21
BM7037-15	Governance, Ethics and Risk Management	Assessment modification	approved by SQMC 13th November 2019	2020/21
BM7302-15	Digital Marketing	Added as an optional module	approved by SQMC 13th November 2019	2020/21
BM7044-15	Fashion Marketing	Added as an optional module	approved by SQMC 13th November 2019	2020/21
BM7046-15	Sustainability	New Module	approved by SQMC 11th November 2020	2021/22
AM7001-30	Arts Management in the 21 st C	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
AM7004-30	Placement	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
AM7008-60	Extended Placement Project	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
AM7008-15	Managing Arts and Cultural Events	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7302-15	Digital Marketing	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7012-15	Marketing Management	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7019-15	Entrepreneurship	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7020-15	Managing People	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7036-15	Creative Enterprise: A New Business Venture	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7044-15	Fashion Marketing	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
AM7006-60	Dissertation	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7032-15	Advanced Academic and Business Skills*	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22

BM7033-15	International Business Environment	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7034-15	International Business Practice	Assessment modification	approved by Curriculum Committee 16th June 2021	2021/22
BM7032-15	Advanced Academic and Business Skills	Assessment modification	approved by Curriculum Committee 15th June 2022	2022/23

Programme-level modifications

Nature of modification	Date(s) of approval and approving bodies	Date modification comes into effect
AM7001-30 Arts Management in the 21 st Century changed to AM7100-15 Arts Management in the 21 st Century	Curriculum Approval Panel December 2023	September 2024
Module Deleted: BM7017-15 Marketing Communications	Curriculum Approval Panel December 2023	September 2024
Module Deleted: BM7012-15 Marketing Management	Curriculum Approval Panel December 2023	September 2024
Module Deleted: BM7032-15 Advanced Academic and Business Skills*	Curriculum Approval Panel December 2023	September 2024
Module Deleted: BM7033-15 International Business Environment	Curriculum Approval Panel December 2023	September 2024
Module Deleted: BM7034-15 International Business Practice	Curriculum Approval Panel December 2023	September 2024
Module Deleted: BM7036-15 Creative Enterprise: A New Business Venture	Curriculum Approval Panel December 2023	September 2024
Module Deleted: BM7044-15 Fashion Marketing	Curriculum Approval Panel December 2023	September 2024
Module Deleted: BM7046-15 Sustainability	Curriculum Approval Panel December 2023	September 2024
Module status changed from Optional to Core: BM7019-15 Entrepreneurship	Curriculum Approval Panel December 2023	September 2024

Module status changed from Optional to Core: BM7020-15 Managing People	Curriculum Approval Panel December 2023	September 2024
Module status changed from Optional to Core: BM7302-15 Digital Marketing	Curriculum Approval Panel December 2023	September 2024

Attached as appendices:

1. Programme structure diagram
2. Map of module outcomes to level/programme outcomes
3. Assessment map
4. Module descriptors

Appendix 1: Programme Structure Diagram [🔗](#)

Full-Time (One Year)		
Level 7		
Trimester 1	Trimester 2	Trimester 3
Core Modules		
AM7100-15 Arts Management in the 21st Century	AM7004-30 Placement	
AM7008-15 Managing Arts and Cultural Events		
BM7020-15 Managing People	BM7037-15 Governance, Ethics and Risk Management	
BM7302-15 Digital Marketing	BM7019-15 Entrepreneurship	
Required* Modules		
		AM7006-60 Extended Placement Project

		AM7006-60 Dissertation
Rule Notes: Students must choose only <u>one</u> 60-credit R* module for the Masters award.		

Appendix 2: Map of Intended Learning Outcomes 

Level	Module Title	Module Code	Student Status (CR, O, R)	Intended Learning Outcomes																	
				Subject-specific Skills and Knowledge						Cognitive and Intellectual Skills							Skills for Life and Work				
				A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	B7	C1	C2	C3	C4	
				[1]																	
7	AM7100-15	Arts Management in the 21st Century	C	x	x	x	x	x		x	x							x		x	x
7	AM7043-0	Placement	C		x		x			x	x	x	x	x	x	x	x	x	x	x	x

7	A M 70 08 -1 5	M an ag in g Ar ts an d C ult ur al Ev en ts	C	x	x		x	x	x	x	x	x	x				x		x	x
7	A M 70 05 -6 0	Ex te nd ed Pl ac e m en t Pr oj ec t	R*	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
7	A M 70 06 -6 0	Di ss ert ati on	R*	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	x
7	B M 70 19 -1 5	En tre pr en eu rs hi p	C				x	x	x	x	x			x	x		x		x	x
7	B M 70 20 -1 5	M an ag in g Pe op le	C			x	x	x	x	x	x		x		x	x	x		x	x

7	B M 70 37 -1 5	G o v e r n a n c e, E t h i c s a n d R i s k M a n a g e m e n t	C	x	x	x		x	x	x	x			x	x		x	x
7	B M 73 02 -1 5	D i g i t a l M a r k e t i n g	C	x	x	x	x			x	x		x	x	x		x	x

[1] C = Core; R = Compulsory (i.e., required for this route); O = Optional

Appendix 3: Map of Summative Assessment Tasks by Module [↗](#)

Level	Module Code	Module Title	Status (C,R,O)*	Assessment method																
				Coursework						Practical			Written Examination							
				Essay	Report	Case Study	Plan**	Project	Dissertation	Practical Project Portfolio	Placement Portfolio	Presentation	Written Exam							

7	AM7 100- 15	Arts Man age ment in the 21st Cent ury	C		1 x 4,00 0 word s								
7	AM7 004- 30	Plac eme nt	C		1 x 1,50 0 word s					1 x equiv 6,50 0 word s			
7	AM7 008- 15	Man agin g Arts and Cultu ral Even ts	C			1 x 4,00 0 word s							
7	AM7 005- 60	Exte nded Plac eme nt Proje ct	R*							1 x equiv 16,0 00 word s			
7	AM7 006- 60	Diss ertati on	R*						1 x 16,0 00 word s				
7	BM7 019- 15	Entre pren eurs hip	C		1 x 4,00 0 word s								
7	BM7 020- 15	Man agin g Peop le	C		1 x 4,00 0 word s								

7	BM7 037- 15	Gove rnan ce, Ethic s and Risk Man age ment	C										1 x 2hr exa m
7	BM7 302- 15	Digit al Mark eting	C					1 x equiv . 4,00 0 word s					

[5] C = Core; R = Required; O = Optional