



Definitive Programme Document

MA ARTS MANAGEMENT

Awarding institution	Bath Spa University
Teaching institution	Bath Spa University
School	College of Liberal Arts
Department	Bath Business School
Main campus	Newton Park
Other sites of delivery	
Other Schools involved in delivery	
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	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)	
Relevant QAA Subject Benchmark Statements (including date of publication)	
	n/a
Date of most recent approval	
	October 2017
Date specification last updated	
	September 2017

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) **(NB These ILOs are at level 7 of the FHEQ)**

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

- C1 Autonomous learning (including time management) that demonstrates the exercise of initiative, personal responsibility and decision-making in complex and unpredictable situations and the independent learning ability required for continuing professional development
- C2 Team working skills necessary to succeed in the global workplace, with an ability both to work in and lead teams effectively, as well as the ability to act autonomously in planning and implementing tasks at a professional or equivalent level
- C3 Communication skills that show the ability to communicate clearly to specialist and non-specialist audiences knowledge at, or informed by, the forefront of the academic discipline, field of study or area of professional practice, and the conclusions drawn from dealing with complex issues systematically
- C4 IT skills and digital literacy that demonstrate the ability to develop new skills to a high level and to approach complex issues systematically and creatively

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	AM7001-30	Arts Management in the 21st C	30	C	
7	AM7004-30	Placement	30	C	
7	AM7008-15	Managing Arts and Cultural Events	15	C	
7	BM8017-15	Marketing Communications	15	C	
7	AM7005-60	Extended Placement Project	60	O	
7	AM7006-60	Dissertation	60	O	
7	BM7012-15	Marketing Management	15	O	
7	BM7019-15	Entrepreneurship	15	O	
7	BM7020-15	Managing People	15	O	
7	BM7032-15	Advanced Academic and Business Skills*	15	O	
7	BM7033-15	International Business Environment	15	O	
7	BM7034-15	International Business Practice	15	O	
7	BM7036-15	Creative Enterprise: A New Business Venture	15	O	
7	BM7037-15	Governance, Ethics and Risk Management	15	O	

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.

Graduate Attributes

	Bath Spa Graduates...	In Arts Management, this means...
1	Will be employable: equipped with the skills necessary to flourish in the global workplace, able to work in and lead teams	The embedded work-based experience on this course ensures students leave with practical experience, graduate level skills, and will have started to develop their own professional networks.
2	Will be able to understand and manage complexity, diversity and change	The very nature of the arts and cultural sector today means that students graduate with a nuanced understanding of complexity, and are both resilient and ready to adapt in a diverse range of constantly changing situations and contexts.
3	Will be creative: able to innovate and to solve problems by working across disciplines as professional or artistic practitioners	Arts and cultural management requires creative innovative approaches to the challenges facing the sector - through practical experience, and theoretical underpinning, students graduate understanding how important creativity, innovation, and collaboration are for arts organisations.
4	Will be digitally literate: able to work at the interface of creativity and technology	From access to the University's digital resources, through to constant engagement with how digital technology is transforming a range of aspects of arts and cultural management, students graduate from the MA in Arts Management with digital skills developed in the classroom, and crucially through practical work-based experience on placement.
5	Will be internationally networked: either by studying abroad for part of the their	The arts, culture, and the creative industries are inherently global. From the multi-cultural

	programme, or studying alongside students from overseas	international makeup of the cohort of students on the course, to the range of international academic and sector partners students have the opportunity to engage with, to the international projects and organisations used as case studies - students on the MA in Arts Management graduate with an awareness of how arts and cultural management functions globally, and with the beginning of their own international professional network.
6	Will be creative thinkers, doers and makers	MA in Arts Management graduates are always inherently creative thinkers, doers and makers. They start the course with their own individual artistic, cultural or management background, and then move forward to understand how this enables them to contribute to arts and cultural organisations in a more strategic way. Through the practical elements of the course, they demonstrate how much they bring to the organisations they work with - making, doing, and thinking creatively with an enhanced understanding of context, constraints and opportunities.
7	Will be critical thinkers: able to express their ideas in written and oral form, and possessing information literacy	Students on the MA in Arts Management graduate understanding how to question information and critically assess current policy and practice. They leave with experience in communicating with a range of audiences, able to gauge how best to get crucial, evidence-based information across, and they know how to research as graduate scholars, and as sector practitioners.
8	Will be ethically aware: prepared for citizenship in a local, national and global context	Sustainability - environmental, financial, ethical - are key issue in arts and cultural management today. Across all aspects of the course - taught content, practical work-based experience, assessment and placement related research, and professional sector engagement - students constantly encounter, discuss, research and practically engage in current debates on ethics, equity, diversity, and cultural citizenship.

Modifications

Module-level modifications

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

Programme-level modifications

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

Attached as appendices:

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

MA in Arts Management - Course Structure FULL-TIME

FULL-TIME (ONE YEAR)

Trimester 1 <i>(Sept to Jan)</i>	Trimester 2 <i>(Feb to May)</i>	Trimester 3 <i>(June to Sept)</i>
Arts Management in the 21st C [AM7001-30 core]	Placement [AM7004-30 core]	Extended Placement Project OR Dissertation [AM7005-60/AM7006-60 core]
Plus choice of <i>two</i> 15 credit Business & Management modules [options]	Managing Arts and Cultural Events [AM7008-15 core]	
	Marketing Communications [BM7017-15 core]	

MA in Arts Management - Course Structure PART-TIME

PART-TIME (TWO YEARS)

YEAR ONE			YEAR TWO		
Trimester 1	Trimester 2	Trimester 3	Trimester 1	Trimester 2	Trimester 3
<i>(Sept to Jan)</i>	<i>(Feb to May)</i>	<i>(June to Sept)</i>	<i>(Sept to Jan)</i>	<i>(Feb to May)</i>	<i>(June to Sept)</i>
Arts Management in the 21st C [AM7001-30 core]	Managing Arts and Cultural Events [AM7008-15 core]	Placement [AM7004-30 core]	Choice of two 15 credit Business & Management modules [options]		
	Marketing Communications [BM7017-15 core]		Extended Placement Project OR Dissertation [AM7005-60/AM7006-60 core]		



Map of Intended Learning Outcomes (ILOs) against modules

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Please indicate (☐) in the relevant boxes the modules in which level/programme Intended Learning Outcomes are being assessed.

(Note: not all modules will be expected to align with all ILOs for the level; rather, in designing each level of the programme, thought should be given to how the overall diet enables a student to meet all of the ILOs.)

(The number of columns can be adjusted to accommodate the ILOs as set out in the Programme Specification section of the Definitive Programme Document.)

Level	Module Code	Module Title	Status (C,R,O) ¹	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
7	AM7001-30	Arts Management in the 21st C	C	☐	☐	☐	☐	☐		☐	☐						☐		☐	☐
7	AM7004-30	Placement	C		☐		☐			☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
7	AM7008-15	Managing Arts and Cultural Events	C	☐	☐		☐	☐	☐	☐	☐	☐					☐		☐	☐
7	BM8017-15	Marketing Communications	C			☐	☐		☐	☐	☐		☐	☐			☐		☐	☐
7	AM7005-60	Extended Placement Project	O	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

¹ C = Core; R = Compulsory (ie required for this route); O = Optional

				A1	A2	A3	A4	A5	A6	B1	B2	B3	B4	B5	B6	B7	C1	C2	C3	C4
7	AM7006-60	Dissertation	O	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	BM7012-15	Marketing Management	O			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
7	BM7019-15	Entrepreneurship	O				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
7	BM7020-15	Managing People	O			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
7	BM7032-15	Advanced Academic and Business Skills	O						<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								<input type="checkbox"/>	<input type="checkbox"/>
7	BM7033-15	International Business Environment	O		<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	BM7034-15	International Business Practice	O		<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	BM7036-15	Creative Enterprise: A New Business Venture	O			<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
7	BM7037-15	Governance, Ethics and Risk Management	O	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

Map of summative assessment tasks by module



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Please indicate in the relevant boxes which summative assessment methods are used in each module and, where appropriate, the assessment length. Please delete or add columns and/or rows as necessary. An illustrative example, which should be deleted, is provided in the first line.

The titles 'Coursework', 'Practical' and 'Examination' are the headings under which the University is required to return data for the Key Information Set (KIS) and should not be changed. The specific headings under those are the ones given in the KIS guidance issued to Schools by Student Services; please amend them as necessary to fit the summative assessment diet on this programme and the most appropriate of the KIS data headings.

Level	Module Code	Module Title	Status (C,R,O)*	Coursework						Practical			Written Exam
				Essay	Report	Case Study	Plan **	Project	Dissertation	Practical Project Portfolio	Placement Portfolio	Presentation	
7	AM7001-30	Arts Management in the 21st C	C		1 x 3,500 words	1 x 3,500 words							
7	AM7004-30	Placement	C								1 x equiv 7,000 words		
7	AM7008-15	Managing Arts and Cultural Events	C				1 x 3,500 words						

				Essay	Report	Case Study	Plan **	Project	Dissertation	Practical Project Portfolio	Placement Portfolio	Presentation	Written Exam
7	BM8017-15	Marketing Communications	C				1 x 3,500 words						
7	AM7005-60	Extended Placement Project	O							1 x 15,000-20,000 words			
7	AM7006-60	Dissertation	O						1 x 15,000-20,000 words				
7	BM7012-15	Marketing Management	O		1 x 3,500 words								
7	BM7019-15	Entrepreneurship	O		1 x 3,500 words								
7	BM7020-15	Managing People	O		1 x 3,500 words								
7	BM7032-15	Advanced Academic and Business Skills	O	1 x 2,500 words								1 x equiv 1,000 words	
7	BM7033-15	International Business Environment	O					1 x 3,500 words					

			Essay	Report	Case Study	Plan **	Project	Dissertation	Practical Project Portfolio	Placement Portfolio	Presentation	Written Exam	Essay
7	BM7034-15	International Business Practice	O					1 x 3,500 words					
7	BM7036-15	Creative Enterprise: A New Business Venture	O				1 x 3,500 words						
7	BM7037-15	Governance, Ethics and Risk Management	O		1 x 2,000 words								1 x 2hr exam

[*] C = Core; R = Compulsory (ie required for this route); O = Optional

[**] eg. marketing plan, project management plan, business plan, etc.