



Programme Specification

A statement of the knowledge, understanding and skills
that underpin a taught programme of study leading to an
award from
The University of Sheffield

1	Programme Title	Cultural Heritage Management
2	Programme Code	HSTT73
3	JACS Code	V720
4	Level of Study	Postgraduate
5a	Final Qualification	Master of Arts (MA)
5b	QAA FHEQ Level	Masters
6a	Intermediate Qualification(s)	Postgraduate Diploma (PG Dip)
6b	QAA FHEQ Level	-
7	Teaching Institution (if not Sheffield)	Not applicable
8	Faculty	Arts & Humanities and Social Science
9	Department	History
10	Other Departments involved in teaching the programme	Management
11	Mode(s) of Attendance	Full-time or Part-time
12	Duration of the Programme	1 year or 2 years
13	Accrediting Professional or Statutory Body	Chartered Management Institute (CMI)
14	Date of production/revision	March 2015, March 2017, March 2018, April 2019, March 2020, June 2024

15. Background to the subject area and programme

The MA in Cultural Heritage Management combines the strengths of Sheffield's Management School with the University's long-standing strength as a centre for teaching and research in Archaeology.

Sheffield University Management School, is one of the leading centres for teaching and research nationally in the various fields of leisure management and already runs two distinctive postgraduate programmes in this area: the MSc Management (Cultural and Creative Industries) and the cross-Faculty MA in Music Management. These are relevant to both the demands of students and the needs of the leisure industry. They are distinguished by applied, vocationally relevant delivery mechanisms, progressing from multi-disciplinary to interdisciplinary perspectives. The Masters in Cultural Heritage Management complements this range of programmes, following the successful model already pioneered by the interdisciplinary degree Masters' in Music Management.

Archaeology is the study of the past through material culture – the objects, monuments, landscapes, texts etc. that human beings have created in the course of the last five million years. The study of Archaeology provides students with a unique insight into humanity's place in history and in nature, with an appreciation of human creativity, and with an awareness of the diversity and difference of human populations in the past. In this way a degree in Archaeology contributes to the forging of the knowledgeable and tolerant citizen of the 21st century. In addition, the degree is enhanced by Sheffield's long-established reputation for producing students at Masters' level who have built successful careers within both the commercial and the conservation sectors in the heritage industry worldwide. This degree will draw on our external partnerships and strong reputation in the heritage sector, meeting our objective of enhancing recruitment into programmes closely aligned with professional and commercial practice within archaeology.

Staff active in the fields of both management and archaeology engage in high quality research, the product of which is delivered through both academic and professional outlets and has direct benefits for the delivery of the postgraduate programmes. These staff members have working links with relevant industry employers and agencies, through professional forums for the development of leisure management education, training and research and through consultancy. Such industry links are also an integral feature of student work in the programmes, with application of principles to real work situations a key theme.

The MA programme in Cultural Heritage Management is founded upon core management modules already

offered by the Management. In addition to these, specialist archaeological heritage provision will be provided by the module HST412 Heritage, History and Identity, HST417 Heritage, Place and Community, HST419 Research Design: Planning, Execution and Presentation and the dissertation HST410. HST408 Digital Cultural Heritage: Theory and Practice will also be available.

16. Programme aims

The aims of the programme are to:

1. Introduce students to core management disciplines and focus on key principles and techniques at Masters' standard.
2. Apply management principles to archaeological and wider heritage related contexts, particularly the management of organisations, facilities and visitors, and develop students' confidence in making such applications.
3. Encourage a critical approach to the application of management principles, based on logical analysis and appropriate evidence.
4. Encourage a critical and theoretically informed approach to heritage and to its relationship with identity and history.
5. Impart an understanding of the diversity of heritage (landscapes, places, monuments, portable material culture, customs, dialect).
6. Provide teaching and academic guidance which is informed by active research and consultancy as well as knowledge of the relevant industries.
7. Facilitate work by students to solve practical management problems in heritage organisations.
8. Enhance students' personal, transferable skills.
9. Encourage students to become more proactive and assume responsibility for their learning, both during the programme and in the future.
10. Provide a supportive and stimulating environment for students.
11. Facilitate students' entry into the heritage industry, and the wider service sector, and enhance their capabilities for work in this industry.
12. To enable a student to undertake a detailed investigation in Cultural Heritage Management.

17. Programme learning outcomes

Knowledge and understanding:	
K1	Data and concepts defining the nature of heritage in contemporary society.
K2	Management principles, particularly core principles of economics, finance, human resource management, law, and marketing.
K3	The operation of heritage organisations from profit and non-profit sectors.
K4	Management practices in the heritage, leisure, tourism and recreation industries.
K5	Research methodology and its application in heritage management.

Skills and other attributes - On completion of the Masters' award students will be able to:	
S1	Initiate proactively appropriate question and search procedures in order to investigate a management situation/problem.
S2	Acquire and evaluate information appropriate to the analysis of management in the cultural heritage industry.
S3	Make appropriate use of IT in support of analysis of management situations.
S4	Provide feasible options for solving management problems.
S5	Initiate effective communication with relevant parties in evaluating management situations and conducting management tasks.
S6	Work effectively in a team to pursue joint objectives.

S7	Give clear delivery of oral presentations.
S8	Utilise research skills in order to appraise given heritage management questions, hypotheses and situations.
S9	Conduct in-depth research and reporting on one applied heritage management issue (through a dissertation).

18. Teaching, learning and assessment

Development of the learning outcomes is promoted through the following teaching and learning methods:

- 1. Induction procedures** before the start of Semester 1, are designed to orientate the students to the industry under focus and at the beginning of Semester 2 are designed to familiarise students with the nature of live case study work.
- 2. Lectures**, establish a foundation of knowledge and techniques of relevance to the industries being investigated.
- 3. Seminars**, promote the development of understanding and facilitating skills and techniques relevant to analysis of customers, staff, organisations, markets, policies and heritage issues.
- 4. Live case studies** (i.e. working on current projects/tasks with and for real organisations external to the University), are designed to promote student-centred learning.
- 5. Guest practitioners** participate in open interviews with student questioning, to enhance the understanding of management practices.
- 6. Independent study** is also essential for successful completion of the programmes, principally in the dissertation but also in the assimilation of lecture material, the preparation for seminars, the conduct of case studies, and the production of assessed work.

Opportunities to demonstrate achievement of the learning outcomes are provided through the following assessment methods:

- 1. Reports** for assessments in core management disciplines in the first semester, rehearsing the form which the industry typically requires.
- 2. Essays** for two modules where conceptual understanding is more important than vocational application.
- 3. Group reports** for one module -Planning case studies - taking teamwork through to the end game.
- 4. Peer group assessment** for the two case study modules, to enhance the shared responsibility of teamwork and to assess the process of group work.
- 5. Dissertation**

The relationships between the teaching and learning and assessment methods and the learning outcomes is as follows:

Teaching & Learning Method	Learning outcomes														
	K1	K2	K3	K4	K5	S1	S2	S3	S4	S5	S6	S7	S8	S9	
1						✓	✓			✓	✓				
2	✓	✓	✓	✓	✓										
3	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓		
4			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓		
5		✓	✓	✓		✓	✓			✓					
6				✓	✓	✓	✓	✓	✓	✓			✓	✓	

	Assessment Method	Learning Outcomes													
		K1	K2	K3	K4	K5	S1	S2	S3	S4	S5	S6	S7	S8	S9
1		✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	
2		✓	✓	✓				✓			✓			✓	
3		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	
4												✓			
5			✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓

19. Reference points

The learning outcomes have been developed to reflect the following points of reference:

Subject Benchmark Statements

<https://www.qaa.ac.uk/quality-code/subject-benchmark-statements>

Framework for Higher Education Qualifications (2024)

<https://www.qaa.ac.uk/the-quality-code/qualifications-frameworks>

University Vision

<https://www.sheffield.ac.uk/vision>

20. Programme structure and regulations

The full programme of study leading to the Masters' degree comprises taught modules to the value of 135 credits, with 67.5 credits taken in each semester, along with a dissertation (45 credits) which is completed over the summer. Students on the part-time programme will split the taught modules across two years and complete the dissertation during the second year.

At the end of each semester, assessment is conducted, and marks and guidance given to students. Students who only complete the first semester of coursework are eligible for the award of Postgraduate Certificate in Cultural Heritage Management and those who only complete the first and second semesters of coursework are eligible for the award of Postgraduate Diploma in Cultural Heritage Management. Both the Diploma and Masters' awards can also be made 'with distinction' for exceptional performance on the programmes.

Detailed information about the structure of programmes, regulations concerning assessment and progression and descriptions of individual modules are published in the University Calendar available on-line at

<http://www.sheffield.ac.uk/calendar/>

21. Student development over the course of study

The first semester contains the functional and conceptual building blocks of management analysis.

The second semester concentrates on interdisciplinary, student-centred work.

The third element builds on previous modules (including research methods training) to design and execute a dissertation. The dissertation is the culmination of the Masters' award, building on and utilising previous work to provide an in-depth investigation of a specific issue/problem/organisation.

22. Criteria for admission to the programme

Detailed information regarding admission to programmes is available at

http://www.sheffield.ac.uk/archaeology/postgraduate_taught

23. Additional information

This specification represents a concise statement about the main features of the programme and should be considered alongside other sources of information provided by the teaching department(s) and the University. In addition to programme specific information, further information about studying at The University of Sheffield can be accessed via our Student Services web site at <http://www.shef.ac.uk/ssid>.