



## 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

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| 1  | <b>Programme Title</b>                                      | Creative and Cultural Industries Management   |
| 2  | <b>Programme Code</b>                                       | MGTT158   |
| 3  | <b>JACS Code</b>  | N212  |
| 4  | <b>Level of Study</b>                                       | Postgraduate  |
| 5a | <b>Final Qualification</b>                                  | MSc Creative and Cultural Industries Management   |
| 5b | <b>QAA FHEQ Level</b>                                       | 7   |
| 6a | <b>Intermediate Qualification(s)</b>                        | Certificate, Diploma  |
| 6b | <b>QAA FHEQ Level</b>                                       | 7   |
| 7  | <b>Teaching Institution (if not Sheffield)</b>              | Not applicable  |
| 8  | <b>Faculty</b>  | Social Sciences   |
| 9  | <b>Department</b>   | Management School   |
| 10 | <b>Other Departments involved in teaching the programme</b> | History and Music departments buy into our teaching for 60% of their programme – but they do not teach across the units we are responsible for. |
| 11 | <b>Mode(s) of Attendance</b>                                | Full-time   |
| 12 | <b>Duration of the Programme</b>                            | 1 year  |
| 13 | <b>Accrediting Professional or Statutory Body</b>           | Not applicable  |
| 14 | <b>Date of production/revision</b>                          | March 2014, July 2020, May 2023, November 2023, April 2024  |

### 15. Background to the programme and subject area

Creative and Cultural Industries Management provides a subject specialist management-led degree suitable for students seeking to work in a managerial or marketing capacity within the globally significant cultural sector. The UK is a world leader in creative and cultural industries, and Sheffield is both a great and timely place to study this thriving and expanding industry sector. The city boasts a cultural industries quarter with a long track record of driving regeneration in the region, internationally recognized museums and galleries which host major exhibitions from the V&A, and the largest regional theatre complex outside of London. There is a thriving pop music scene here which has included internationally well-known names, and a vibrant classical and folk scene. Add advertising, arts, crafts, design, fashion, film and video, video game development, publishing, television and radio and you have a sense that there is a wealth of cultural activities within the city to be explored whilst studying at one of the top universities in the UK.

### 16. Programme aims

1. Our students will be employable professional graduates.
2. Our students will have contextually relevant critical thinking skills.
3. Our students will be socially responsible professionals in Creative and Cultural Industries Management.
4. Our graduates have advanced knowledge in Creative and Cultural Industries Management and the ability to apply this knowledge in an effective manner.

## 17. Programme learning outcomes

| <b>Knowledge and understanding: students will</b> |  |
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| <b>K1</b>   | Attain advanced knowledge of theory and concepts in Creative and Cultural Industries Management. |
| <b>K2</b>   | Create solutions using theories and concepts in Creative and Cultural Industries Management.     |

| <b>Skills and other attributes: students will be able to:</b> |   |
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| <b>S1</b>   | Demonstrate advanced written communication skills for different purposes and audiences. |
| <b>S2</b>   | Deliver persuasive oral presentations for different purposes and audiences.             |
| <b>S3</b>   | Recommend evidence-based management solutions to complex/wider contexts.                |
| <b>S4</b>   | Critically analyse complex management practices.  |
| <b>S5</b>   | Critically synthesise relevant theoretical concepts.                                    |
| <b>S6</b>   | Integrate social responsibility concepts into management practices.                     |

## 18. Teaching, learning and assessment

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| <p><b>Development of the learning outcomes is promoted through the following teaching and learning methods:</b></p> <p>The teaching and learning strategy aims to provide a framework of knowledge within which students can take responsibility for their own learning, to introduce students to the latest thinking through research-led teaching, to give opportunities for students to consider and evaluate the issues and to explore them further with their peers and lecturers.</p> <p>To achieve these aims the teaching and learning will include:</p> <ul style="list-style-type: none"> <li>• Large group sessions that are designed to provide an overall framework of the existing knowledge and which will give sufficient information for students to follow up details independently.</li> <li>• Large group sessions that will introduce students to new issues, controversial topics and recent research that are not dealt with in the existing literature.</li> <li>• Small group sessions that will give opportunities for students to discuss and demonstrate their learning with their peers and lecturers.</li> <li>• Individual supervision in which students will be able to explain, discuss and refine their ideas.</li> <li>• Study visits to creative and cultural industry providers (in Sheffield including the Cultural Industries Quarter, Sheffield Museums, and other creative venues, and further afield including venues such as Chatsworth, Yorkshire Sculpture Park).</li> </ul> <p>At unit level the strategy is designed to contain a mix of teaching and learning methods to provide a rich and varied learning environment. Sessions may take the form of traditional lectures, seminars, tutorials, workshops or they may be delivered through paper or electronic media.</p> |
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| <p><b>Opportunities to demonstrate achievement of the learning outcomes are provided through the following assessment methods:</b></p> <p><b>The assessment strategy aims to:</b> provide an opportunity for students to demonstrate the extent to which they have acquired or strengthened their understanding, their theoretical and applied knowledge, their abilities of application and critical evaluation and their powers of synthesis and creativity.</p> <p><b>The assessment strategy is designed to:</b> include a range of different types of assessment instruments that may be both formative (an assessment given during the module) and summative (assessment submitted after teaching has finished and can reflect the entire unit outcomes). These will include unseen, time-constrained written examinations as well as individual and group work. Written work may be a 3000 word essay or report, assessed presentations, group submissions, peer reviewed group work, in class tests.</p> <p><b>The assessment strategy for each unit is designed to:</b> allow students to demonstrate the extent to which they have met the intended learning outcomes of the unit. Each taught unit normally a summative assessment in the form of end essay, report or exam. Assessments such as group work, presentations may or may not be formally assessed but are used to evidence engagement and learning.</p> |
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## 19. Reference points

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

The MSc Creative and Cultural Industries Management has been developed in accordance with the Quality Assurance Agency (QAA) Subject Benchmark statement which provides guidelines for Masters' level degree programmes in Business and Management in England, Wales and Northern Ireland. In this regard, the programme is a Type 2 Masters' degree as, although it is a generalist degree which does not require applicants to have a prior degree in the subject area or any relevant work experience, it does nevertheless allow for an element of specialisation in the area of creative and cultural industries management.

The Departmental and University Learning, Teaching and Assessment Strategy.

Offers research-led teaching embedded with the Creative and Cultural Industries.

External examiner was consulted on the changes and has commented positively on the proposed changes.

## 20. Programme structure and regulations

The programme is based on the latest research, policy and practice in CCI and as such has been structured in such a way in this latest iteration to keep it open to the constant changes and adaptations required in the sector. The programme is structured to start with general theoretical frameworks and principles of research and management in the Creative and Cultural Industries (CCI) in semester one, and then it moves towards practical application of these theories within the variety of CCI contexts in semester two.

In the first semester, students take four modules. Three out of these four are core:

1. MGT61074 Introduction to Critical Theories and Concepts in the Creative and Cultural Industries: this outlines and defines the Creative and Cultural Industries and sets a context for the programme of study, looking at specific approaches and theoretical frameworks that underpin creative and cultural industries.
2. MGT6125 Cultural Marketing offers a specific background to marketing with a particular slant on creative and cultural industries, focusing on the organisational needs and issues.
3. MGT6043 Accounting and Financial Management is a generic module taught in common on most Masters' programmes and gives students the necessary skills and knowledge of financial management necessary for successful financial and economic operations.

There is also the option to choose one from either:

1. MGT6127 Management & Organisational Theory, which examines management styles and a theoretical background, and looks at the specific challenges of managing cultural organisations and supporting cultural sector employees; or
2. AAP6102: Heritage, History and Identity which highlights that diversity of cultural heritage from tangible to intangible.

Lastly, all students take Research Methods which prepares students for independent research required of the dissertation project.

Semester two offers greater subject specialism and more application to practice, as well as a greater element of choice. Students again take four modules.

There is one core module in the second semester:

1. MGT411 Digital Creative and Cultural Industries; this module is central to the values and research agendas of the CCI team, the school - and importantly for the employability and experience of the students. It provides a further avenue for students wanting to choose a particular pathway through the programme, focussing on the digital.

Students are then able to choose three from the following eight modules (four of which are offered by our partner courses in Music and Archaeology):

1. MGT6121 Managing Festivals, Events and Creative Performances is a CCI specific module.
2. MGT6159 Managing Museums and Cultural Heritage Sites is a CCI specific module, which offers students the necessary skills and knowledge to understand the purposes, operations and critical factors affecting museums and heritage sites.
3. MGT685 Branding is a marketing led module which follows on from Cultural MGT6045 Marketing, to examine the creation of cultural brands and the specifics of place and organisational branding in a creative context.

4. MGT6249 Creative and Cultural Entrepreneurship offers students the teamwork skills and knowledge required to set up a creative venture.
5. MUS637 Staging Music in Theory and Practice provides opportunities to learn theoretically and experience practical approaches to (music) events management.
6. MUS636 Strategic Planning for Music Business Clients, includes a real-world task set by a client from a range of music organisations in the local area.
7. AAP637 Heritage, Place and Community offers an introduction to the theory and practice of heritage, conservation and public archaeology; and
8. AAP6219 Digital Cultural Heritage: from theory to practice, which explore debates in the digital humanities and the impacts of new media technologies.

## 21. Student development over the course of study

Core semester one units offer a mixture of broad-based and introductory approaches to the subject to install the principles of creative and cultural industries alongside generic management skills deemed necessary for the modern manager. That is to say the programme combines both a macro understanding of the industry and a micro focus on operations. Additionally, all first semester units are traditionally classroom based and are geared towards working with a class of students from varied backgrounds who may or may not have background knowledge in the subject specialist elements. Thus we ensure that their path from theory to practice is developed in tandem with their cohort.

By semester two students are duly armed with the principles and are able to apply these more to practice within the core, and more deeply specialised modules, and they can additionally make subject choices which allow them access to other teaching approaches to cultural spaces and forms – in archaeology heritage or music which can offer different insights. In general, semester two offers that vital link of theory into practice preparing students for the independent study required of their dissertation.

Additionally, students develop a range of transferable skills which are relevant to the needs of existing and future managers, executives and other professionals irrespective of their sector of operation. These are particularly in the areas of analysis and synthesis, communication and presentation skills, computing skills, critical reasoning, data analysis, organisation and planning, report and essay writing skills, problem solving skills, interactive and group skills, research skills.

Crucially, as the programme takes an international approach where possible, students are also enabled to become 'culturally agile', mindful of the need to work with increasingly internationalised cultural markets. Transferrable skills of central importance here are ethical and socially responsible processes and practices which can inform and shape future managers; the qualities required of the Sheffield Graduate.

## 22. Criteria for admission to the programme

Detailed information regarding admission to programmes is available from the University's On-Line Prospectus at <http://www.shef.ac.uk/courses/>.

## 23. Additional information

Overall, this revision offers a coherent programme of study which has been designed to meet the needs of the students within a fast changing and increasingly global market. The programme from which this new model has developed has run successfully for three years and is growing steadily, has been recently resourced by the addition of new staff and offers a strong management-led approach to creative and cultural industries which is different from our competitors.

The changes reflect this pattern of growth and also are in direct response to student' comments highlighted at staff/student liaison committees - namely that students seek more subject specialism within the degree to accurately offer what we say; a degree in creative and cultural industries from a management perspective. The addition of two new dedicated members of staff and the creation of five new modules, four of which are core, ensures that the programme outlined within this document offers greater depth as well as breadth.

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>.