	PROGRAMME SPECIFICATION	Newcastle University

1	**Awarding Institution**	Newcastle University
2	**Teaching Institution**	Newcastle University
3	**Final Award**	Masters of Arts
4	**Programme Title**	Arts, Business & Creativity
5	**Programme Code**	4093
6	**Programme Accreditation**	n/a
7	**QAA Subject Benchmark(s)**	Business & Management
8	**FHEQ Level**	7
9	**Date written/revised**	May 2008

10	**Programme Aims**

1. To provide students with the opportunity to acquire the skills and knowledge required for a sophisticated understanding of the practices and processes of entrepreneurship in the Creative Industries in the context of a social and cultural analysis of business and entrepreneurship at a national level and to broaden and consolidate students' understanding of the complex, pervasive and increasingly international Creative Industries.

2. To enhance the entrepreneurial skills and employability of students by providing them with the opportunity to acquire a) the methodological, theoretical and conceptual tools required to engage in a comprehensive analysis of the Creative Industries and their individual, varied and very different business policies and practices; b) skills associated with the start up, maintenance, development and growth of businesses in the Creative Industries.

3. To enhance the academic skills of practitioners in the Creative Industries at postgraduate level by providing them with the opportunity to engage in serious academic study through this Masters programme, to a) consolidate their understanding of the social, cultural, economic and political contexts in which their products and services are provided, to b) consolidate their understanding of theoretical aspects of Creative Industries

4. To maximise the recruitment potential of the Faculty and the School and take advantage of its existing teaching and research strengths and resources. It is therefore intended that the Programme will make use of modules already validated on the ICE, EBIS, and IBM Masters programmes from within the Business School. Similarly, the Programme will use a variety of existing modules from ECLS and Arts and Cultures.

5. To maximise the potential for interdisciplinary collaboration within the Faculty, by creating productive teaching and research links between Schools and provide students from all backgrounds with a Masters' programme that enhances their entrepreneurial skills and future employability within the Creative Industries

6. To enhance the University's national and international reputation for its postgraduate training and research in an interdisciplinary context in the Creative Industries provide the HASS Faculty and its Schools with a context for dynamic entrepreneurial links with both regional and national Creative Industries.

7. To contribute to the economic development of the North East of England through the development of business skills for those already practising in the Creative Industries in the region and to produce postgraduates who are well equipped for employment in Creative Industries

8	To increase the number of regionally based spin-out companies and start up companies in the Creative Industries
9	To prepare students for further study at PhD level by providing them with methodological rigour and the resources needed for independent study.
10	To provide a programme with learning outcomes that corresponds to those defined by the FHEQ as being Level 7.

11   Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas. The programme outcomes are in line with the QAA's benchmark statements for Business & Management which state that Master's degrees in the business and management field are awarded to students who have demonstrated:

- "a systematic understanding of relevant knowledge about organisations, their external context and how they are managed
- application of relevant knowledge to a range of complex situations taking account of its relationship and interaction with other areas of the business or organisation
- a critical awareness of current issues in business and management which is informed by leading edge research and practice in the field
- an understanding of appropriate techniques sufficient to allow detailed investigation into relevant business and management issues
- creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to develop and interpret knowledge in business and management
- ability to acquire and analyse data and information, to evaluate their relevance and validity, and to synthesise a range of information in the context of new situations
- conceptual understanding that enables the student to:
- evaluate the rigour and validity of published research and assess its relevance to new situations
- extrapolate from existing research and scholarship to identify new or revised approaches to practice
- ability to conduct research into business and management issues that requires familiarity with a range of business data, research sources and appropriate methodologies, and for such to inform the overall learning process
- ability to communicate effectively both orally and in writing, using a range of media
- operate effectively in a variety of team roles and take leadership roles, where appropriate.

And that once they are in professional practice, Master's graduates should be able to:

- consistently apply their knowledge and subject-specific and wider intellectual skills
- deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to a range of audiences
- be proactive in recognising the need for change and have the ability to manage change
- be adaptable, and show originality, insight, and critical and reflective abilities which can all be brought to bear upon problem situations
- make decisions in complex and unpredictable situations
- evaluate and integrate theory and practice in a wide range of situations
- be self-directed and able to act autonomously in planning and implementing projects at professional levels
- take responsibility for continuing to develop their own knowledge and skills".

Knowledge and Understanding
On completing the programme students should: **A1.** Be able to demonstrate relevant knowledge and understanding of organisations within the creative industries, and how they are managed, and relate this to the broader field of business and management; **A2.** Be able to demonstrate a deep theoretical and applied knowledge and understanding of creative industries and be able to place those industries within a wider, evolving, organisational and contextual framework; **A3.** Be able to apply models and frameworks from business and management literatures to support profitable, sustainable and growing development amongst various sectors within the Creative Industries **A4.** Be able to demonstrate a critical awareness of current strategic imperatives for the Creative Industries, and particular sectors within the Creative Industries, including policy matters, which is informed by leading edge research and practice in this field; **A5.** Be able to demonstrate an awareness of the ethical responsibilities that commercial and subsidised businesses in the Creative Industries have towards their stakeholders;

Teaching and Learning Methods
The teaching strategy is designed to develop independent learners and to challenge all students. Students will be provided with teaching and learning strategies that promote a sophisticated understanding of cross-cultural and trans-national issues and contexts in the Creative Industries through comparative analysis and global contextualisation of the subject matter. A combination of lectures, guest speakers, interactive seminars, workshops and small group tutorials is offered to enable students to acquire the required knowledge and understanding of the Creative Industries.. Students will be encouraged to utilise any current and prior experiences of working in the creative sector. Students will develop skills in defining and formulating research issues; skills in methodology, data collection, analysis, bibliographic work, and competence in the critical use of sources through seminars, independent reading and hands-on experience through project work and research for the dissertation. Students will acquire knowledge of ethical issues and professional codes of practice through group work, presentations, case studies and independent reading. Group work and project work with external organisations will enable peer interaction and lead students to reflect on their own practice and that of others, and to modify business practice within the Creative Industries as a result.

Assessment Strategy
A full range of formative and summative assessment methods will be used throughout the programme. These will include group and individual oral presentations, case-study projects, written essay assignments, tests and examinations, professional development plans, methodological critiques of selected research studies, practice-based reports. These will reflect the aims and objectives of the programme and the postgraduate level of the degree.

Intellectual Skills
On completing the programme students should be able to: **B1.** think critically and be creative: manage the creative processes in self and others; organise thoughts, analyse, synthesise and critically appraise. This includes the capability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately and generalise appropriately **B2.** solve complex problems and make decisions: establish criteria, using appropriate decision-making techniques including identifying, formulating and solving business problems; and the ability to create, identify and evaluate options; the ability to implement and review decisions **B3.** conduct research into business and management issues including those specific to the creative industries through research design, data collection, analysis, synthesis and reporting **B4.** use information and knowledge effectively: scanning and organising data, synthesising and analysing in order to abstract meaning from information and to share knowledge **B5.** demonstrate numeracy and quantitative skills including the development and use of

relevant business models

Teaching and Learning Methods

Across the programme students will be encouraged to adopt a critical approach to the issues they face. The programme includes a large practical element to enable students to acquire the skills necessary to resolve complex problems. Project based work with external organisations will, in particular, encourage students to generate and evaluate a range of options to solve complex problems. Specific research methods teaching and learning and dissertation supervision will provide students with the ability to acquire research skills

Assessment Strategy

Intellectual skills will be assessed by the dissertation, in written essays (exam and course-based), oral presentations and professional and practical projects

Practical Skills

Students on this programme will develop and demonstrate:

C1. the ability to define and formulate effective business plans suitable for a variety of Creative Industries

C2 the ability to define and formulate effective marketing and promotional plans suitable for a variety of Creative Industries

C3 the capacity to develop and apply advanced professional and business skills in the context of commercial creative work;

C4. practical skills needed for producing a wide range of business planning documentation;

C5. bibliographic skills needed to identify and retrieve relevant material, including books, journal articles, conference proceedings, statistical data, government and other public reports including resources available online and on the web;

C6. a sophisticated use of methods of evaluating a range of sources, texts and practices using theoretical frameworks that pertain to business and the creative industries;

C7. a capacity to reflect critically on the key theoretical, subject-specific and practical concerns of the creative industries;

Teaching and Learning Methods

The teaching strategy is to provide subject specific and professional skills through a range of specialist, highly practical modules. Students will also be given support and guidance by their module leaders on both Compulsory and Elective Modules. Each student will be allocated a personal dissertation supervisor who will discuss all aspects of research in the production of the dissertation, on an individual and group basis. Students will work in groups and will present their work in oral and written form. They will learn through participation in seminars and lectures, and through the preparation of oral presentations, dissertation and project work with external partners.

Assessment Strategy

These will be assessed through oral presentations, professional and practical reports, written assignments and the dissertation

Transferable/Key Skills

Students on this programme will develop and demonstrate:

D1. effective two-way communication: listening and effective oral and written communication of complex ideas and arguments to specialist and non-specialist audiences, using a variety of media, including business reports;

D2. the capacity to manage research effectively, including planning, implementing and producing reports, assignments, and related projects on time;

D3. high personal effectiveness: critical self-awareness, self-reflection and self-management; time management; sensitivity to diversity in people and situations and the ability to engage in lifelong learning through reflection on practice and experience;

D4. effective performance within team/group environments, in both an academic and

	professional context, and the ability to recognise and utilise individuals' contributions in group processes and to negotiate and persuade or influence others;
D5.	ability to recognise and address ethical dilemma and corporate social responsibility issues, applying ethical and organisational values to situations and choices.

Teaching and Learning Methods

The teaching and learning strategy includes a range of written assessment including essays, reports, written tests, projects, and other practical work and seminars/workshops in which students are required to make group and individual presentations. There are a range of group tasks providing opportunities for the students to co-operate, develop ideas, improve problem-solving capacity, reflect on the practice of others and work to deadlines. Critical self-awareness and reflection on practice is encouraged in seminar work. The dissertation provides specific opportunities for skills development through the construction of a research plan, through synthesising knowledge and by participating in dissertation workshops with supervisors.

Assessment Strategy

The key transferable skills will be assessed as much as is possible through oral presentations, production of personal (and business) development plans, practice-based reports, tests, written assignments throughout the programme and through the dissertation process.

12	Programme Curriculum, Structure and Features
Basic structure of the programme	

The MA Business of Creativity combines theoretical, research-based and vocational elements to provide students with advanced proficiency in academic research and scholarship combined with professional skills. The programme comprises 120 credits of taught modules and a 60 credit dissertation.

All students will be required to take the following compulsory modules (NB Part-time students must complete these compulsory modules in their first year of registration).

Compulsory Modules: (totalling 90 credits)

Code & Title		No.of credits	Semester
ICS8028	Arts as Enterprise 1	20	1
ICS8029	Arts as Enterprise 2	20	2
NBS8035	Understanding and Managing Creativity	20	1
NBS8062	Research Methods	20	1&2
NBS8040	Creative Industries Trends and Characteristics	10	2
NBS8241	Arts, Business, Creativity Extended Project Dissertation	60	3

Elective Modules: (30 credits from the following modules, all subject to availability and timetabling)

Code & Title		No.of credits	Semester
NBS8237	Finance & Financing for Entrepreneurs	10	1
NBS8036	Enterprise and Entrepreneurship	20	1&2
NBS8238	Marketing and Promotion for the Creative Industries	10	2
ARC8076	Creativity and Digital Practice	10	2
NBS8051	Exploring E-Business	10	2
NBS8209	Gender & Entrepreneurship	10	2
NBS8134	Business Support in a Practical Setting	10	2
COM8001	PR in the Digital Age	20	2

Students can also choose an elective from modules available to undergraduate students including those in the Schools of Music; Modern Languages and Arts and Cultures. Students are not permitted to take more than one undergraduate module. Students can also choose from other modules offered to Masters students within the HASS faculty. These additional electives are subject to availability, timetabling and the permission of the Degree Programme Director.

All students are required to take a compulsory research dissertation of 60 credits

Key features of the programme (including what makes the programme distinctive)
This programme aims to equip graduates from creative disciplines with the skills not only to start a business, but to build it into a commercially successful enterprise. This programme will provide explicit entrepreneurship education that is tailored to the creative industries. The programme has been developed in conjunction with practitioners in the creative industries. This close collaboration will continue and should provide opportunities for students to engage in practical projects with creative businesses and allow the creative industries to inform ongoing curriculum development.
Programme regulations (link to on-line version)
http://www.ncl.ac.uk/regulations/programme/2009-2010/documents/ArtsBusinessCreativityMA.pdf

13   Criteria for admission
Entry qualifications (a) Candidates should normally hold an upper second class or above degree in any subject which provides the basis for their involvement in the Creative Industries. These will include 'creative' degree programmes such as media, management, fine art, music, creative writing, but will also extend to broader subjects dependent upon the nature of the individual's interest. (b) Candidates must have practical experience of the Creative Industries (either in full or part-time employment or, for example, having acted as a volunteer within a cultural or creative agency) and a genuine interest in the role of the Creative Industries within contemporary society. *Admissions policy/selection tools* Application form in most cases *Non-standard Entry Requirements* Special cases will be considered individually by the Degree Programme Director, for example an applicant with a relevant professional qualification and experience in the creative industries may be considered even though they are not a graduate of this or another approved University or degree-awarding body. All candidates with non-standard entry qualifications will be referred for approval to the Dean of Postgraduate Studies. *Additional Requirements* None *Level of English Language capability* Applicants whose first language is not English require IELTS 6.5, TOEFL 575 (paper-based) or 233 (computer-based) or equivalent.

14   Support for Student Learning
Induction During the first week of the first semester students attend an induction programme. New students will be given a general introduction to University life and the University's principle support services and general information about the School and their programme, as described in the Degree Programme Handbook. New and continuing students will be given detailed programme information and the timetable of lectures/practicals/labs/ tutorials/etc. The International Office offers an additional induction programme for overseas students. *Study skills support* Students will learn a range of Personal Transferable Skills, including Study Skills, as outlined

in the Programme Specification. Some of this material, e.g. time management is covered in the appropriate Induction Programme. Students are explicitly tutored on their approach to both group and individual projects.

Numeracy support is available through Maths Aid.

Help with academic writing is available from the Writing Centre.

Academic support
The initial point of contact for a student is with a lecturer or module leader, or their tutor (see below) for more generic issues. Thereafter the Degree Programme Director or Head of School may be consulted. Issues relating to the programme may be raised at the Staff-Student Committee, and/or at the Board of Studies.

Enterprise support
The Careers Service offers advice, information, resources, even office accommodation to nurture business ideas and give students the space to realise their full potential. The Careers Service team, together with their Business Advisers, Entrepreneurs in Residence and Enterprise Interns, can provide additional help for students to gain entrepreneurial skills to enhance employability or start their own venture. Clinics, workshops and networking events are offered as is the annual business plan competition, the Enterprise Challenge.

Pastoral support
All students are assigned a personal tutor whose responsibility is to monitor the academic performance and overall well-being of their tutees. In addition the University offers a range of support services, including one-to-one counselling and guidance or group sessions/workshops on a range of topics, such as emotional issues eg. Stress and anxiety, student finance and budgeting, disability matters etc. There is specialist support available for students with dyslexia and mental health issues. Furthermore, the Union Society operates a Student Advice Centre, which can provide advocacy and support to students on a range of topics including housing, debt, legal issues etc.

Support for students with disabilities
The University's Disability Support Service provides help and advice for disabled students at the University - and those thinking of coming to Newcastle. It provides individuals with: advice about the University's facilities, services and the accessibility of campus; details about the technical support available; guidance in study skills and advice on financial support arrangements; a resources room with equipment and software to assist students in their studies.

Learning resources
The University's main learning resources are provided by the Robinson and Walton Libraries (for books, journals, online resources), and Information Systems and Services, which supports campus-wide computing facilities.

All new students whose first language is not English are required to take an English Language Proficiency Test. This is administered by INTO Newcastle University Centre on behalf of Newcastle University. Where appropriate, in-sessional language training can be provided. The INTO Newcastle University Centre houses a range of resources which may be particularly appropriate for those interested in an Erasmus exchange.

| 15 | Methods for evaluating and improving the quality and standards of teaching and learning |

Module reviews
All modules are subject to review by questionnaires which are considered by the Board of Studies. Changes to, or the introduction of new, modules are considered at the School Teaching and Learning Committee and at the Board of Studies. Student opinion is sought at the Staff-Student Committee and/or the Board of Studies. New modules and major changes to existing modules are subject to approval by the Faculty Teaching and Learning Committee.

Programme reviews
The Board of Studies conducts an Annual Monitoring and Review of the degree programme and reports to Faculty Teaching and Learning Committee.

External Examiner reports
External Examiner reports are considered by the Board of Studies. The Board responds to these reports through Faculty Teaching and Learning Committee. External Examiner reports are shared with institutional student representatives, through the Staff-Student Committee.

Student evaluations
All modules, and the degree programme, are subject to review by student questionnaires. Informal student evaluation is also obtained at the Staff-Student Committee, and the Board of Studies.

Mechanisms for gaining student feedback
Feedback is channelled via the Staff-Student Committee and the Board of Studies.

Faculty and University Review Mechanisms
The programme is subject to the University's Internal Subject Review process. Every five years degree programmes in each subject area are subject to periodic review. This involves both the detailed consideration of a range of documentation, and a two-day review visit by a review team which includes an external subject specialist in addition to University and Faculty representatives. Following the review a report is produced, which forms the basis for a decision by University Teaching and Learning Committee on whether the programmes reviewed should be re-approved for a further five year period.

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16 Regulation of assessment

Pass mark

The pass mark is 50

Course requirements

Progression is subject to the University's Masters Degree Progress Regulations, Taught and Research and Examination Conventions for Taught Masters Degrees. Limited compensation up to 40 credits of the taught element and down to a mark of 40 is possible and there are reassessment opportunities, with certain restrictions.

Common Marking Scheme
The University employs a common marking scheme, which is specified in the Taught Postgraduate Examination Conventions, namely:

Summary description applicable to postgraduate Masters programmes		Summary description applicable to postgraduate Certificate and Diploma programmes	
<50	Fail	<50	Fail
50-59	Pass	50 or above	Pass
60-69	Pass with Merit		
70 or above	Pass with Distinction		

Role of the External Examiner
An External Examiner, a distinguished member of the subject community, is appointed by Faculty Teaching and Learning Committee, after recommendation from the Board of Studies. The External Examiner is expected to:
    See and approve examination papers
    Moderate examination and coursework marking
    Attend the Board of Examiners

Report to the University on the standards of the programme

In addition, information relating to the programme is provided in:

The University Prospectus (see http://www.ncl.ac.uk/undergraduate/ or http://www.ncl.ac.uk/postgraduate/

The School Brochure

The University Regulations (see http://www.ncl.ac.uk/regulations/docs/)

The Degree Programme Handbook

Please note. This specification provides a concise summary of the main features of the programme and of the learning outcomes that a typical student might reasonably be expected to achieve if she/he takes full advantage of the learning opportunities provided. The accuracy of the information contained is reviewed by the University and may be checked by the Quality Assurance Agency for Higher Education.

Mapping of Intended Learning Outcomes onto Curriculum/Modules

Intended Learning Outcome	Module codes (Compulsory in Bold)
A1	**ICS8028, ICS8029, NBS8035, NBS8040, NBS8051, NBS8036, NBS8241** NBS8237, NBS8209, NBS8134, NBS8238, ARC8076, COM8001
A2	**ICS8028, ICS8029, NBS8035, NBS8040**, **NBS8241** NBS8237, NBS8051, NBS8036, NBS8209, NBS8134, NBS8238, ARC8076, COM8001
A3	**NBS8040, ICS8028, ICS8029, NBS8241** NBS8237, NBS8051, NBS8238,
A4	**NBS8040, ICS8028, ICS8029, NBS8035**, **NBS8241** NBS8237, NBS8051, NBS8036, NBS8209, NBS8134, NBS8238, ARC8076, COM8001
A5	**NBS8040, ICS8028, ICS8029** COM8001, NBS8238,
B1	**NBS8040, ICS8028, ICS8029, NBS8035, NBS8241** COM8001,NBS8134, ARC8076, NBS8036, NBS8209
B2	**NBS8040, ICS8028, ICS8029, NBS8241** NBS8237, NBS8134, ARC8076, NBS8036, NBS8209, NBS8051, NBS8238,
B3	**NBS8040, NBS8062, NBS8241** NBS8036, NBS8035
B4	**NBS8040, NBS8062, NBS8241** NBS8036, NBS8035
B5	**ICS8028, ICS8029** NBS8237,
C1	**ICS8028, ICS8029** NBS8237, NBS8238,
C2	**ICS8028, ICS8029** COM8001, NBS8238,
C3	**ICS8028, ICS8029, NBS8040** NBS8237, COM8001,ARC8076, NBS8238
C4	**ICS8028, ICS8029** NBS8237, NBS8238,`
C5	**NBS8062, NBS8241** NBS8134, NBS8238,
C6	**NBS8062, NBS8040, NBS8241** NBS8134
C7	**ICS8028, ICS8029, NBS8040, NBS8062, NBS8241** NBS8237, NBS8036, NBS8051, ARC8076
D1	**ICS8029, NBS8040, NBS8035, NBS8241** NBS8237, NBS8209, NBS8134, NBS8238, COM8001, ARC8076
D2	**NBS8062, NBS8040, NBS8035, ICS8029**, **NBS8241** NBS8134, NBS8036, NBS8238,
D3	**ICS8028, ICS8029, NBS8035, NBS8241** NBS8134, ARC8076
D4	**ICS8028, ICS8029, NBS8040, NBS8035,** NBS8134, ARC8076, COM8001, NBS8238
D5	**ICS8029, NBS8040** COM8001