



MA ARTS AND CULTURAL ENTERPRISE

MA Arts and Cultural Enterprise

Awarding Body	University of the Arts London
College	Central Saint Martins
School	C School
Programme	CSM Curation (L037)
Course AOS Code	CSMMAACEP01/T01
FHEQ Level	Level 7 Masters
Course Credits	180
Mode	Part Time
Method	Low Residency
Duration of Course	2 years
Teaching Weeks	83 weeks
Valid From	2025/26
Collaboration	Franchise (Full Course)
UAL Subject Classification	Curation and Culture
PSRB	N/A
Work placement offered	N/A
Course Entry Requirements	<p>The standard entry requirements for this course are as follows:</p> <ul style="list-style-type: none"> • An honours degree from disciplines such as fine art or design, the humanities, social sciences, politics or economics, or other areas of creative

	<p>practice such as performance</p> <p>OR</p> <ul style="list-style-type: none"> • an equivalent EU/international qualification <p>And a minimum of two years of work experience in the arts, design, performance or creative business management and administration sectors. The course will not recruit from end-on students (i.e., those progressing directly from undergraduate degrees).</p> <p>AP(E)L – Accreditation of Prior (Experiential) Learning</p> <p>Exceptionally applicants who do not meet these course entry requirements may still be considered. The course team will consider each application that demonstrates additional strengths and alternative evidence. This might, for example, be demonstrated by:</p> <ul style="list-style-type: none"> • Related academic or work experience • The quality of the personal statement • A strong academic or other professional reference <p>Or a combination of these factors.</p> <p>Each application will be considered on its own merit but we cannot guarantee an offer in each case.</p> <p>English language requirements</p> <p>IELTS level 7.0 or above, with at least 5.5 in reading, writing, listening and speaking (please check our main English language requirements webpage).</p>
Selection Criteria	<p>We select applicants according to potential and current ability in the following areas:</p> <ul style="list-style-type: none"> • Have the ability to think in creative terms about planning, management, and resources • Have excellent communication skills • Be able to display some experience and

	<p>understanding of logistics and strategic thinking</p> <ul style="list-style-type: none"> • Demonstrate a cooperative mindset and an ability to understand roles needed within multidisciplinary and cross-cultural teams • Have a strong level of digital literacy • Have an awareness of current social and ecological issues in the arts and cultural sector <p>Computer equipment requirements</p> <p>Applicants will need to be able to access/have:</p> <ul style="list-style-type: none"> • A recent computer with an up-to-date operating system and web browser (smartphones and tablets can also be used, but are subject to some restrictions during the live classes) • A reliable, fast broadband connection (slow internet connection can affect the learner experience, especially during a live session in a virtual classroom) • A microphone (e.g., integrated to a laptop) • A webcam (e.g., integrated to a laptop) • Headphones (a headset with microphone/headphones is highly recommended) <p>What we are looking for</p> <p>We are looking for applicants who want to plan, fund and realise cultural events and processes, rather than further developing their own individual practice. It is also aimed at professionals wanting to get a greater understanding of the frameworks governing the cultural sectors as well as foster their business management skills.</p> <p>As prospective entrepreneurs and creative strategists, applicants will need to demonstrate:</p> <ul style="list-style-type: none"> • They can learn from failure • They are inclusive and understand the need to embrace diversity
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Awards and Percentage of Scheduled Learning

Year 1

Awards	Credits
Postgraduate Certificate (Exit Only)	60

Year 2

Awards	Credits
Postgraduate Diploma (Exit Only)	120
Master of Arts	180

Scheduled Learning Split by Level

Level 7	15%
Total Scheduled Learning Split	15%

Course Aims and Outcomes

The Aims and Outcomes of this Course are as follows:

Aim/Outcome	Description
Aim	The course aims to enable you to step up to challenges in the next stage of your career within the creative industries, and to manage complexity confidently, in order to realise ambitious creative and cultural events and projects across different media, platforms and countries.
Aim	It aims to establish a framework of learning and critical evaluation that will enable you to interrogate and understand cultural policies and governance, through a pedagogy based on collaboration and peer-to-peer learning.
Aim	The course aims to extend and expand your understanding of the value of culture and creative content within today's multi-national cultural economy and how this varies across the globe.
Aim	Develop a critical understanding of current social, ecological and economic models of practice in order to drive forward new and engaging cultural enterprises or interventions.
Outcome	Apply a wide-ranging, critical understanding of current social, ecological and economic models of practice in order to drive forward new and engaging cultural enterprise or intervention.
Outcome	Employ critical reflection in relation to key theories and discourses as appropriate to individual areas of research interest and select and use relevant tools and methodologies to interrogate these.
Outcome	Reflect on the ethical and ecological considerations of creative interventions to define, analyse and critically evaluate the success criteria of models of cultural innovation.
Outcome	Demonstrate curiosity and adaptability and employ creative risk-taking in proposing cultural projects or interventions.
Outcome	Develop confidence in cooperative and collaborative enterprise practices to problem solve and innovate.
Outcome	Engage professionally and with resilience and tenacity with new and challenging scenarios.

Distinctive Features	
1	A dynamic dual culture: Combining the strengths of two institutions and cities, MA Arts and Cultural Enterprise is simultaneously based in London at Central Saint Martins and in Hong Kong at HKU SPACE. In person cohorts study at each location and collaborate as one online community across time zones. Our dual provision enhances the communication principles and collaborative processes that underpin professional practice in a hybrid global arts and cultural economies.
2	Extension of your professional practice: Working with your specific experience, you will apply management and business concepts directly from your own field/s of arts and cultural enterprise while learning from peer-to-peer scenarios. Students can choose a practice-based final project or a theoretical dissertation.
3	Innovation focused: We encourage experimentation and risk-taking. Students work individually and collectively to generate new and challenging ideas that are responsive to changing modes of arts and cultural production.
4	Responsive to contemporary conditions: The course critically interrogates key definitions around concepts including globalisation and entrepreneurship and responds to multiple forms of artistic and creative practice and associated hybrid forms of cultural management and organisation.
5	Values-based: We acknowledge and explore measures of value across social, cultural and economic scenarios with an emphasis on creativity and problem-solving. We work with frameworks that support the potential of arts and culture to implement social change.

Course Detail

MA Arts and Cultural Enterprise acknowledges that we are living in a fast-changing, globalised world, which presents a great number of opportunities and challenges for cultural innovation. This Masters Programme takes these changing conditions as a starting point to engage you in developing new knowledges and skills in order to manage cultural projects globally. It has been developed specifically in response to an increasing need for multi-skilled individuals who can both generate the ideas for original arts and cultural events, as well as provide leadership for the teams that realise them. These individuals will be dynamic, responsive, and fluent in public and private sectors, and have the ability to collaborate and develop networks.

The course addresses a contemporary shift within the cultural economy towards experiences and events, and away from the artefact. It is a response to multiple new forms of artistic and creative practice (interdisciplinary, time-based, socially-engaged, etc.), which demand new, hybrid forms of cultural management and organisation, and in turn, a new pedagogical approach from higher education institutions.

MA Arts and Cultural Enterprise takes as a starting point a definition of enterprise as engaging with projects that are new, challenging and complex, in order to create a valuable difference to specific stakeholders. It aims to enable you to gain a unique skill and knowledge set to become active creators in cultural management and production, be it as entrepreneurs, or within existing cultural organisations, anywhere in the world. The course is aimed at graduates with some years of work experience who wish to challenge themselves by gaining a critical understanding of our world today as well as skills in the design, planning and production of creative events in the broadest sense.

The course operates through a blended-learning delivery model, by means of face-to-face and online teaching, in either a two-year part-time, or up to five-year flexible mode (UK only). This mode of learning supports those of you who are already established in your careers, and who may be travelling from afar to join the course.

Intensive in-person teaching takes place at Central Saint Martins' King's Cross campus for the students enrolled in the London-based cohort, and at HKU SPACE's Hong Kong campus for the Hong Kong-based students. For the UK cohort in-person teaching takes the form of 8 weekends (Friday-Sunday) over the duration of the 2-year part-time mode. In Hong Kong in-person teaching is spread over evenings and weekend throughout each unit to accommodate the local

working culture.

Both cities are contemporary hubs for the cultural industries in their regions, and also rich sources of historical innovation across a wide range of cultural sectors, including museums, galleries, performance, festivals, and educational institutions.

What to expect:

- **Peer and collaborative learning** is fundamental to the course model, and is achieved through a series of lectures, webinars, group tasks and workshops, as well as practice-based project developments in the realm of cultural production, enabling you to create networks that we hope will last well beyond your studies.
- **A focus on the core capabilities of CSM and its central role in the future of arts and other creative industries:** the course will offer you insights into aspects of cultural policy and governance, an introduction to business skills and processes and strategic planning, which will equip you to shape creative futures.
- **Encouragement for radical thinking:** based on creative research, analysis and a deep understanding of the value of the cultural economy and its role in creating cultural capital, to the wider economic, environmental, political and social ecologies in which it is located.
- **Rich cultural diversity:** we value and benefit from the broad range of cultural backgrounds of our students, staff and the college generally. Cultural diversity and intercultural dialogue are the essential point-of-departure for cultural and creative innovation, which generates cultural capital, and in turn fosters economic capital formation.
- **A commitment to developing ethically responsible and sustainable arts and cultural practices:** Ethics are central to the course ethos and are introduced in the very first unit and then built on throughout the course. We are constantly working to embed and develop UAL's Principles for Climate, Social and Racial Justice into the course alongside drawing on wider, global principles such as the United Nations Sustainability Development Goals.

The course comprises six multidisciplinary, 20-credit, Level 7 units that can be combined to achieve a PG Cert or PG Dip, followed by a 60-credit unit (dissertation/major project), to achieve an MA. Each of the six 20-credit units sets out to equip you with specific skills, knowledges and insights relevant to cultural innovation; as such, the content, teaching and learning activities, and assessment evidence for each one, is distinctive and uses the lexicon and discourses relevant to the specific range of disciplines that it covers. The final 60-credit unit offers the opportunity to bring together and demonstrate your assimilation of the skills and knowledge gained.

Course Units

Unit 1: Navigating Arts and Cultural Enterprise

You are introduced to key concepts of arts and cultural production as well as the research, writing, analysis and evaluation skills essential for postgraduate study. The unit also introduces the relationship and association between arts and cultural enterprise by recognising and positioning the contemporary shift within the arts and cultural economies towards experiences and events. You will develop collaborative attributes as you begin to work together as a group, learning to negotiate, agree ground rules, communicate and share ideas and, importantly, learn how to approach, navigate and resolve challenges.

Unit 2: Practice, Policy and Markets

Utilising the skills you have developed in Unit 1, this unit engages you in the macro analysis of the realm of arts and cultural production and dissemination. It enables you to develop an understanding of arts and cultural production in both commercial and the public realms.

Unit 3: Local and Global Challenges

In this unit you will identify the impact of contemporary values and discourses on the future from multicultural and multifaceted perspectives. It interrogates globalisation as a challenge as well as an opportunity, and facilitates an understanding of arts and cultural enterprises in uncertain contexts. The unit considers how we might operate ethically and responsibly in times of emerging issues such as, but not limited to, the climate crisis, social justice and humanitarian rights.

Unit 4: Arts and Cultural Entrepreneurship

You will explore the ways in which creativity, innovation, problem solving and entrepreneurship intersect. It employs tangible, professional examples to enable you to think about and apply business model innovation, new and emergent markets, pioneering experiences and services, contemporary and innovative ways of communication and new and dynamic organisational models.

Unit 5: Arts and Cultural Economies: Business Models and Strategy

This is the core business unit of the course. It introduces you to the basics of general business processes in an arts and cultural setting while developing strategies around short and longer-term challenges that develop and nurture transferable skills while recognising the wider and broader arts and cultural economies. Teaching includes theoretical approaches, and case-study-based

learning.

Unit 6: Social Impact and Innovation

Developing business attributes acquired in Units 4 and 5, this unit engages with the overarching principles of social responsibility, ethical behaviours, social innovation and theories of socially-engaged practices, and challenges you to form an understanding of how arts and cultural events and activities can support engagement with innovation and innovative practices.

Unit 7: Dissertation or Applied Project

The final (60 Credit Unit) enables you to reflect critically on theories and critical skills encountered previously in the course, while proposing new approaches to cultural production, in a self-directed dissertation or major project. The dissertation is an individual academic study, based on models and theories discussed throughout the course; the applied project puts strategies of arts and cultural production into practice. This unit also includes you working cooperatively to organise a collective enquiry addressing current challenges in the sector and write a reflective report on this process.

Mode of Study

The course is offered in both two-year part-time, and flexible learning modes.

Part-time mode over two years: this means that, to achieve the Masters qualification in part-time mode, your learning is timetabled across 83 weeks over two full calendar years. To achieve the PG Cert it takes 27 weeks' study, over around an 8-month period, and for the PG Dip, it takes 54 weeks' study, over around a 16-month period. Both PG Cert and PG Dip are offered as an exit award only.

Flexible learning mode (UK cohort only): in this mode, individual units can be undertaken over a maximum five-year registration period. Unit 1 is compulsory and must be taken as the initial unit. Units 2 to 6 can be taken in any order thereafter. Unit 7 can be undertaken only when Units 1 to 6 have been passed.

You are expected to commit an average of around 22 hours per week to your studies. Taught input is offered through intensive face-to-face teaching and learning activities on site near the beginning of each unit, and continues in the form of synchronous and asynchronous online teaching, support and feedback via Moodle (the University's Virtual Learning Environment) throughout the remainder of the unit.

The course has been designed in this way to enable you to pursue your studies whilst also undertaking part-time employment, internships or care responsibilities. Your calendar for each unit is available on Moodle, and week-by-week timetable information is updated on a continuing basis.

CSM Academic Support is delivered by a team of academics and practitioners working alongside your course to help you progress and achieve your maximum potential as a student. Academic Support can help you to develop your skills in different areas, including critical thinking, research and writing, time management, presentations and working independently and collaboratively. These may be offered as part of your timetabled classes or as bookable tutorials and workshops.

Credit and award requirements

The course is credit-rated at 180 credits.

On successfully completing the course, you will gain a Master of Arts (MA degree).

Under the Framework for Higher Education Qualifications, an MA is Level 7. All units must be passed in order to achieve the MA but the classification of the award is derived from the mark for the final unit only.

If you are unable to continue on the course, a Postgraduate Certificate (PG Cert) will normally be offered following the successful completion of 60 credits, or a Postgraduate Diploma (PG Dip) following the successful completion of 120 credits.

In either mode, the MA award is based solely on the achievement in Unit 7.

Learning and Teaching Methods

The learning and teaching methods devised for this course include:

Units 1 to 6

Study is facilitated through weekly activity briefs and reading tasks, peer and self-evaluation in online group tutorials and individual online tutorial feedback. Group workshops and seminars during the face-to-face study time support your engagement further. To achieve this, the programme of study will typically include:

- Unit briefing and introduction;
- 'Ice-Breaker' activity briefs;
- Group on-line 'orientation' exercise;
- Reading tasks;
- Face-to-Face workshops, introducing different ways of locating,

- interrogating, and interpreting a number of theoretical models;
- Team work;
- Student presentations to tutors and peers;
- Peer and external feedback;
- Tutorial facilitation/evaluation related to team/individual and cohort.

Unit 7: Dissertation or Applied Project

This unit is focused on self-directed learning as students bring together the various components of the course. Students will be assigned a personal tutor, and they will need to negotiate the form and timing of the engagement with their tutor – e.g., face-to-face, digital/virtual interaction or telephone/video conferencing – taking account of the allocated learning and teaching hours for this unit.

Assessment Methods

All units use holistic assessment and summative assessment. Assessment evidence and practices are aligned to the content and theme of each unit and blends both academic and practical outcomes.

Each summative unit assessment will be assessed holistically:

- **Holistic Assessment:** In holistic assessment students may be asked to submit one or more pieces of work, but tutors will look at all the work for the unit and make a single judgement about students' performance against the University's marking criteria. Students will receive a single grade and a single feedback form. Students will need to achieve a grade of D- or above to pass the unit.

Assessment methods include:

- Reflective writing
- Essays
- Team-led and individual writing tasks
- Case studies
- Writing for digital platforms
- Group and individual presentations
- Video or digital artefacts
- Dissertation or Applied Project

Reference Points

The following reference points were used in designing the course:

- Benchmark Statements adopted by the QAA
- FHEQ Level Descriptors (Level 7)
- External industry advice and guidance
- UN Sustainable Development Goals
- UAL Framework for Embedding the Principles for Climate, Racial and Social Justice

Course Diagram

MA Arts and Cultural Enterprise – PLEASE NOTE DUE TO VACATION DATES, SPECIFIC DELIVERY WEEKS MAY CHANGE.

S=summative assessment

Please note this is a January start course.

LEVEL 7 – Year 1																																									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	
Unit 1: Navigating Arts and Cultural Enterprise (20 credits)									S	Unit 2: Practice, Policy and Markets (20 credits)									S	Unit 3: Local and Global Challenges (20 credits)							S	Unit 4: Arts and Cultural Entrepreneurship (20 credits)							S	Unit 5: Arts and Cultural Economies: Business Models and Strategy (20 credits)					
LEVEL 7 – Year 2																																									
42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83
Unit 5 continued				S	Unit 6: Social Impact and Innovation (20 credits)								S	Unit 7: Dissertation or Applied Project (60 credits)																										S	

Indicative contact time (UK cohort)

Each 20-credit unit offers a total of 30 hours of taught time. The 20-credit units feature 17 hours of face-to-face cohort learning at an intensive session, which normally falls in week 2 or 3 of each unit (typically over a weekend: e.g. 3 hours on Friday, 8 hours on Saturday, and 6 hours on Sunday – exact dates will be confirmed in course timetables), plus a further 13 hours of online learning (both synchronous and asynchronous), covering lectures, seminars, presentations, tutorials and assessment.

Unit 7 has two periods of face-to-face learning. The first period is timetabled towards the start of the unit, the second period is towards the middle. Outside of the face-to-face teaching weekends, teaching on the unit is in small groups, or on an individual basis, using the VLE, email, and other appropriate online communications.

Indicative contact time (HK cohort)

Each 20-credit unit offers a total of 36 hours of taught time. The 20-credit units feature 18 hours of face-to-face cohort learning sessions with a Hong Kong based tutor throughout the unit, plus a further 18 hours of online learning with a CSM based tutor (both synchronous and asynchronous), covering lectures, seminars and presentations. The course aims at facilitating student centred learning and enabling independent enquiry and practice. On the basis of advice from HK partners, it is felt that this is best achieved through enhanced levels of tutor support. There is a further factor in support of a slightly higher degree of staff contact time in that the course is seeking to ensure that local context and cultural perspectives are properly considered and feature as a source of direct influence on student learning.

Unit 7 has two periods of face-to-face learning. The first period is timetabled towards the start of the unit, the second period is towards the middle. Outside of the face-to-face teaching weekends, teaching on the unit is in small groups, or on an individual basis, using the VLE, email, and other appropriate online communications.

Assignment hand-in, assessment, and feedback

Assignment hand-in is typically at the end of the last week of each unit, with feedback for 20-credit units normally in the second week following the end of the unit (excluding weekends; bank holidays; the week before and after Christmas Day;

and the week before and after Easter Day). Unit 7 feedback is normally within eight weeks of the final board of examiners (excluding weekends; bank holidays; the week before and after Christmas Day; and the week before and after Easter Day).

The University will use all reasonable endeavours to provide the Course and the services described in this Output. There may be occasions whereby the University needs to add, remove or alter content in relation to your Course as may be appropriate for example the latest requirements of a commissioning or accrediting body, or in response to student feedback, or to comply with applicable law or due to circumstances beyond its control. The University aim to inform you of any changes as soon as is reasonably practicable