

**MA Creative and Cultural Entrepreneurship (Computing);
MA Creative and Cultural Entrepreneurship (Design); MA
Creative and Cultural Entrepreneurship (Design
Management); MA Creative and Cultural Entrepreneurship
(Fashion); MA Creative and Cultural Entrepreneurship
(Fashion Management); MA Creative and Cultural
Entrepreneurship (Leadership); MA Creative and Cultural
Entrepreneurship (Media and Communications); MA
Creative and Cultural Entrepreneurship (Music); MA Creative
and Cultural Entrepreneurship (Theatre and Performance)
Programme Specification**

Awarding Institution: University of London (Interim Exit Awards made by Goldsmiths' College)

Teaching Institution: Goldsmiths, University of London

Final Award: MA- Master of Arts

Programme Name:

MA Creative and Cultural Entrepreneurship (Computing)

MA Creative and Cultural Entrepreneurship (Design)

MA Creative and Cultural Entrepreneurship (Design Management)

MA Creative and Cultural Entrepreneurship (Fashion)

MA Creative and Cultural Entrepreneurship (Fashion Management)

MA Creative and Cultural Entrepreneurship (Leadership)

MA Creative and Cultural Entrepreneurship (Media and Communications)

MA Creative and Cultural Entrepreneurship (Music)

MA Creative and Cultural Entrepreneurship (Theatre and Performance)

Total credit value for programme:

Name of Interim Exit Award(s):

Postgraduate Certificate in Creative and Cultural Entrepreneurship

Postgraduate Certificate in Creative and Cultural Entrepreneurship (Computing)

Postgraduate Diploma in Creative and Cultural Entrepreneurship (Design)
Postgraduate Certificate (Design Management)
Postgraduate Certificate in Creative and Cultural Entrepreneurship (Fashion)
Postgraduate Certificate in Creative and Cultural Entrepreneurship (Fashion Management)
Postgraduate Certificate in Creative and Cultural Entrepreneurship (Leadership)
Postgraduate Certificate in Creative and Cultural Entrepreneurship (Media and Communications)
Postgraduate Certificate in Creative and Cultural Entrepreneurship (Music)
Postgraduate Certificate in Creative and Cultural Entrepreneurship (Theatre and Performance)
Postgraduate Diploma in Creative and Cultural Entrepreneurship (Computing)
Postgraduate Diploma in Creative and Cultural Entrepreneurship (Design)
Postgraduate Diploma in Creative and Cultural Entrepreneurship (Design Management)
Postgraduate Diploma in Creative and Cultural Entrepreneurship (Fashion)
Postgraduate Diploma in Creative and Cultural Entrepreneurship (Fashion Management)
Postgraduate Diploma in Creative and Cultural Entrepreneurship (Leadership)
Postgraduate Diploma in Creative and Cultural Entrepreneurship (Media and Communications)
Postgraduate Diploma in Creative and Cultural Entrepreneurship (Music) Postgraduate Diploma in Creative and Cultural Entrepreneurship (Theatre and Performance)
Duration of Programme: 15 Months Full Time, 27 Months Part Time
UCAS Code(s): Not applicable
HECoS Code(s):
(101221) Enterprise and Entrepreneurship 80%
(101361) Creative Arts and Design 20%
QAA Benchmark Group: Not applicable
FHEQ Level of Award: Level 7
Programme accredited by: Not applicable
Date Programme Specification last updated/approved: November 2022
Home Department: Institute for Creative and Cultural Entrepreneurship (ICCE)
Department(s) which will also be involved in teaching part of the programme:
Computing; Design; Media, Communications and Cultural Studies; Music; Theatre and Performance, Centre for Academic Languages and Literacies.

Programme overview

This Masters programme, with an exit route at Postgraduate Certificate and Diploma level, will be attractive to undergraduates and professionals who have studied or are working in an area of creative study/practice, such as music, media, theatre, design, or have studied business or management studies, or are working in creative enterprise and who wish to either:

- Develop an enterprise arising from an existing creative practice. These enterprises will be varied and may relate directly to a 'product' or 'process' arising from their practice or to a form of 'expertise', 'consultancy' or 'knowledge';
- Work as an 'intrepeneur', improving existing enterprises and developing stronger impact from the processes; critique
- To understand how to create the infrastructure and environment for new creative enterprises to flourish in a variety of context e.g. city, rural, regional or national.

Specialist pathways with named awards allow students to develop understanding and focused approaches to creative entrepreneurship in the discipline areas:

MA Creative and Cultural Entrepreneurship Computing Pathway develops students' ability to work effectively to develop a tech or creative computing idea into an entrepreneurial plan, developing understanding of contemporary concerns in computing and the values systems in the industry sector.

MA Creative and Cultural Entrepreneurship Design Pathway develops students' ability to critique and employ methods and processes of design thinking and innovation theory to their entrepreneurial idea.

MA Creative and Cultural Entrepreneurship Design Management pathway develops students' skills in working with designers, developing strategies to manage both the creative and the designed outputs. It develops a criticality of the design process as well as an understanding of the opportunities Design can provide.

MA Creative and Cultural Entrepreneurship Leadership Pathway examines leadership theory, design thinking and current debates about business models and the skills needed to lead and develop sustainable enterprises.

MA Creative and Cultural Entrepreneurship Fashion Pathway encourages the development of students' critical approach to Fashion and in particular looks at sustainability and the importance of understanding the values system within Fashion and how new approaches to Value and Values can be applied.

MA Creative and Cultural Entrepreneurship Fashion Management Pathway develops students' skills in working with fashion designers and makers, developing strategies to manage both the creative and the designed outputs. It develops a criticality of the fashion process as well as developing new approaches to Fashion Management.

MA Creative and Cultural Entrepreneurship Media and Communications Pathway develops students' theoretical understanding of key critical concerns in Media and Communications enterprises.

MA Creative and Cultural Entrepreneurship Music Pathway develops students' understanding of cultural theory and music, emphasising how research contributed to the study of the music industry and its audiences as well as emergent enterprises.

MA Creative and Cultural Entrepreneurship Theatre and Performance Pathway emphasises the inter-relationship of theory and practice within creative practice and management.

The programme will be equally attractive to applicants from the UK and globally, with a clear target audience of people who are wishing to explore whether developing a creative enterprise is appropriate for them. It is possible that applicants may be employed in roles that encompass areas of policy development in relation to the Cultural Industries, or as part of the ecosystem of enterprise support locally or globally. It will also appeal to people who have created their own enterprise and are looking for critical insights in to sustaining this.

In addition, the programme is designed to attract early career professional working in the creative and cultural industries or SME who may wish to do all or part of the programme. Indeed, some of the programme's modules are designed to be free- standing Continuing Professional Development modules offered by Goldsmiths.

The programme is structured to ensure that students not only develop their skills in developing entrepreneurial ideas but gives them time and research skills to understand how to contextualise their work, with an opportunity to explore their ideas through a dissertation or a project which are extended research modules.

Students will benefit from studying in the interdisciplinary environment of Goldsmiths and also in - London, one of the leading cities in the world where creative and cultural industries play a major part in the economy and where innovative practice thrives.

In order to develop students as strong reflective practitioners, this masters degree will be taught in partnership by a number of departments within Goldsmiths and with key individuals and organisations in the creative and cultural industries sector.

The educational aims of this programme are informed by Goldsmiths' and our partner institutions' declared focus on 'the study of creative, cultural and social processes'. Our collective approach is to integrate entrepreneurship within the development of creative practices and to take a 'creative' approach to the development of new businesses and the infrastructure that support them. We aim to develop the global creative economy through developing new forms of creative sustainable business models as well as gaining understanding of the barriers to the growth and sustainability for creative and social enterprises.

This programme is designed to allow students to continue to innovate – their sector, new products, services, processes or business models, and to provide the requisite business/ entrepreneurial skills and attributes to commercialise on their creative and cultural practices and/or knowledge. They will apply creative and critical thinking develop innovative business models. Students will be able to build on a historical and theoretical understanding of forms of capital and how they relate to creative and cultural enterprise, cultural and creative industries and the development of a cultural economy to create their own creative initiatives, which might be research-based, policy-based, practice based, or a combination of such.

The programme aims:

MA Creative and Cultural Entrepreneurship (Computing); MA Creative and Cultural Entrepreneurship (Design); MA Creative and Cultural Entrepreneurship (Design Management); MA Creative and Cultural Entrepreneurship (Fashion); MA Creative and Cultural Entrepreneurship (Fashion Management); MA Creative and Cultural Entrepreneurship (Leadership); MA Creative and Cultural Entrepreneurship (Media and Communications); MA Creative and Cultural Entrepreneurship (Music); MA Creative and Cultural Entrepreneurship (Theatre and Performance) - Programme Specification
Goldsmiths, University of London

- To enable students to build on their existing experience to develop entrepreneurial knowledge and skills within one or a number of creative areas;
- To enable students to develop a critical understanding of interdisciplinary and transdisciplinary nature of both creative and cultural industries and entrepreneurship;
- To develop a criticality of the creative industries and consider new, sustainable and ethical solutions for enterprise practice within them;
- To provide the context for students to develop their own projects (research based or practical) in an environment where they will receive expert academic and practitioner supervision.
- To enable students to both engage with the key issues of the discipline and provide them with a body of work that can be used to develop a career within the sector, by undertaking a dissertation or practice-based project portfolio;
- To enable students to be able to analyse critically the entrepreneurial potential of an organisation'.

How you will learn

Methods

Goldsmiths recognises the importance of supporting student learning with high-quality teaching on a predominantly small-group seminar/workshop basis with significant levels of individual tutorial support, particularly for independent projects. A significant amount of the learning will be delivered through peer- to peer learning, problem-solving workshops, group projects, fieldwork and activities this is designed to develop students' individual communication skills and an experience similar to that of the workplace environment as most organisations in the sector work in task based teams.

We expect students to spend up to 10 hours a week in terms 1 and 2 in group study, with approximately 20 hours a week in terms 1 and 2 in independent study. In Term 3 and 4 we expect students to spend up to 25 hours a week in independent study and 5 hours a week in peer to peer support.

We support students to develop strong skills as peer critical friends and mentors. In term 1 we develop students' skills in giving and receiving feedback, reflective journaling and peer coaching. We create groups for them to develop their positive criticality, these groups evolve through the programme and sustain beyond graduation.

Learning Opportunities

Expertise is provided by departmental staff in all participating departments who are not only dedicated, experienced teachers but are also distinguished practitioners and researchers in their own right, working in national and international contexts. This

programme draws on a large pool of visiting practitioners, academics and those working in creative cultural and social enterprises to provide a breadth of expertise and contact with current practice. This enables students to reflect on their study with professional creative entrepreneurs.

We also benefit from Goldsmiths' Entrepreneurial Fellows, 6 individuals who are global experts in social and creative innovation. All of them give talks and are available for mentoring.

Studying Cultural and Creative Entrepreneurship in London

The UK is also the largest exporter of Cultural Goods and Services in the world by percentage of its GDP. Many of these organisations are based in London, although the programme will also draw on relationships with creative organisations across the UK. These organisations provide a unique research and study resource. In addition, there are also further publicly accessible subject specific resources within industry support organisations such as – the Impact Hub network, 'Creative Clusters', business support agencies and regional development agencies both national and international.

International Perspective

Many students on the Programme come from overseas and make a valuable contribution to the learning environment by providing an international perspective on cultural, creative and entrepreneurial issues from their respective countries. In addition staff in individual departments have considerable expertise and experience of working and researching internationally in areas that are directly relevant to the programme.

Programme entry requirements

This Masters Programme is aimed at graduates and those already working within creative and cultural industries. Students should have an undergraduate degree in the social sciences, arts, design or humanities including the creative areas of drama, dance, visual arts, film, video or media or in an area of design, or in management or business studies, where they have not gained a first degree in the Pathway subject, they will be expected to have gained 3 years industry experience in the Pathway to be able to meet the knowledge level requirements of the Pathway.

It is likely that candidates will have an interest in developing an entrepreneurial approach to their own practice or that of colleagues (as part of a team), or an interest in developing the creative and cultural industries infrastructure of a town/city/region.

A first-class or upper second Honours degree or its equivalent in a relevant discipline (outlined above) is normally required, applicants should demonstrate their own entrepreneurial potential through having initiated projects or gained insight in to how their sector works through practice.

Applicants without a first degree in the pathway subject, but who are able to demonstrate professional experience of working in or running their own creative enterprise and understanding of the discipline will be considered.

Applicants whose first language is not English will have to achieve a score of IELTS 6.5 or more (with a 6.5 or more in writing and listening) and will be encouraged while studying to use the resources of the- Centre for Academic Language and Literacies (CALL).

Applicants who have significant (5 years plus) experience in the cultural or creative industries, but no first degree will also be considered, and their ability to cope with the breadth of academic writing will be assessed.

Applicants will be required to write a proposal of their area of interest and an outline of their entrepreneurial idea. Advice will be given at Open Days and interview about the pathway choices.

Applications from people without formal qualifications in their pathway should demonstrate their professional experience in their written application. Applicants for the Design and Fashion pathway will be required to include a portfolio in their application.

Interviews will be undertaken in person or online. Applications will be initially processed by the programme director and Admissions Tutor to check for suitability to the programme with pathway departments offered the opportunity to review applications.

CPD: Modules within this masters programme can also be taken as Professional Development as 'stand-alone' modules. This can lead on a credit basis to the full masters degree – progression to the dissertation /portfolio can be achieved by passing the four main modules.

Programme learning outcomes

Students who exit the programme at Postgraduate Certificate stage, or who elect to solely study for a Certificate will be supported to choose two 30 credit modules and will leave able

to demonstrate:

Knowledge and understanding

Code	Learning outcome	Taught by the following module(s)
A1	have an informed critical purchase on the forms and formations of the creative industries – practices and organisation - through both primary engagement with, as well as through writings about the creative industries	Modules 1, 2 and 3
A2	inform and shape their various practices (as entrepreneurs, intrepeneurs, leaders, practitioners, policy makers etc.) in response to contemporary and emergent developments in the industries	Modules 1, 2and 3
A3	understand the complex relationship between theory and practice within the development of cultural industries in different cultural contexts	Modules 1, 3 and 4
A4	understand the key elements that contribute to creating a physical and economic environment/infrastructure conducive to developing creative and cultural industries	Modules 1,3 and 4

Cognitive and thinking skills

Code	Learning outcome	Taught by the following module(s)
B1	develop a reflective approach to the development of their creative practice and business practice	Module 2 and 3
B2	analyse political, economic, social and technological contexts in relation to developing a cultural enterprise	Module 1, 3 and 4

Subject specific skills and professional behaviours and attitudes

Code	Learning outcome	Taught by the following module(s)
C1	demonstrate independence and integrity in developing creative ideas*	Module 2 and 3
C2	apply entrepreneurial approaches to creative projects	Module 3 and 4
C3	demonstrate an understanding of different business models to establish and sustain a creative enterprise*	Module 3 and 4
C4	employ effective business (and other) communication skills*	Module 3 and 4
C5	create a business plan for a creative business enterprise*	Module 3
C6	develop and employ learning strategies for the ongoing acquisition of skills and knowledge*	Module 3 and 4

Transferable skills (Elements)

Code	Learning outcome	Taught by the following module(s)
D1	skills marked with an asterix in the sections above are considered to constitute transferable skills	As above

Students who successfully complete the Postgraduate Diploma in Creative and Cultural Entrepreneurship will have demonstrated an ability to:

Knowledge and understanding

Code	Learning outcome	Taught by the following module(s)
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A1	have an informed critical purchase on the forms and formations of the creative industries – practices and organisation - through both primary engagement with, as well as through writings about the creative industries	Modules 1,2, 3 and 4
A2	inform and shape their various practices (as entrepreneurs, intrepeneurs, leaders, practitioners, policy makers etc.) in response to contemporary and emergent developments in the industries.	Modules 1, 2, 3 and 4
A3	understand the complex relationship between theory and practice within the development of cultural industries in different cultural contexts	Modules 1, 2 and 4
A4	understand and evaluate contemporary approaches to the development of cultural and creative products/processes – including their own*	Modules 1,2, 3 and 4
A5	understand the key elements that contribute to creating a physical and economic environment/infrastructure conducive to developing creative and cultural industries	Modules 1, 3 and 4
Code	Learning Outcomes	Taught by the following module(s)
A6	use advanced methods of conceptualising and developing technology solutions to cultural issues, or new creative computing projects (Computing Pathway)	Module 2

A7	use advanced methods and processes in conceptualising and researching design and an understanding of the varied uses and applications of design thinking (Design Pathway)	Module 2
A8	Have a critical approach to Design management and ability to understand and use varied approaches to management of design. (Design Management Pathway)	Module 2
A98	use advanced methods and processes in conceptualising and researching fashion and an understanding of the varied uses and applications of design thinking in sustainable fashion (Fashion Pathway)	Module 2
A10	Have a critical approach to Fashion management and ability to understand and use varied approaches to management of design. (Fashion Management Pathway)	Module 2
A11 9	command theoretical approaches to critical studies of Media and Communication studies (Media and Communications Pathway)	Module 2
A12 0	analyse ethical or moral issues involved in ethnographic research focused on the study of the world's music and musical practices or analyse ethical and solve practical issues in funding and delivering music projects (Music Pathway)	Module 2
A13	use advanced methods of conceptualising and researching approaches to leadership within the cultural or creative industries	Module 2

	using design thinking and showing an understanding of the inter-disciplinary debates around leadership (Leadership Pathway)	
A14	use advanced methods of conceptualising and researching contemporary theatre and performance (Theatre and Performance Pathway)	Module 2

Cognitive and thinking skills

Code	Learning outcome	Taught by the following module(s)
B1	develop a reflective approach to the development of their creative practice and business practice	Module 2, 3 and 4
B2	analyse political, economic, social and technological contexts in relation to developing a cultural enterprise	Module 1, 3 and 4
B3	analyse the inter-relationship and inter dependence of varying creative disciplines and entrepreneurship	Module 2, 3 and 4

Subject specific skills and professional behaviours and attitudes

Code	Learning outcome	Taught by the following module(s)
C1	demonstrate independence and integrity in developing creative ideas*	Module 2 and 3
C2	demonstrate an understanding of different business models to establish and sustain a creative enterprise*	Module 3 and 4

C3	work effectively as a member of a team and/or as a leader in developing an entrepreneurial approach to a creative project	Module 3 and 4
C4	employ effective business (and other) communication skills*	Module 3 and 4
C5	create a business plan for a creative business enterprise*	Module 3
C6	develop and employ learning strategies for the ongoing acquisition of skills and knowledge*	Module 1, 2, 3 and 4
C7	summarise arguments of varying degrees of complexity and to present summaries in written form, indicating key issues and priorities for more detailed consideration*	Module 1, 2, 3 and 4
C8	present systematically organised arguments orally to groups, and to defend them in critical discussion*	Module 1,3 and 4
C9	apply knowledge of coding and creative technology solutions to creative ideas (Computing Pathway)	Module 2
C10	apply Design and Innovation methods and processes to problems and create innovative solutions or discursive design (Design Pathway)	Module 2
C11	Apply rigorous critical and strategic methods and processes and management techniques in collaboration with designers. (Design Management Pathway)	Module 2
C12	apply rigorous critical and creative methods to fashion projects and value chains (Fashion Pathway)	Module 2
C13	Apply rigorous critical and strategic methods and processes and management techniques in collaboration with fashion designers. (Fashion Management Pathway)	Module 2

C14	apply rigorous analytical and critical methods appropriate to recent media and communication developments and trends (Media and Communications Pathway)	Module 2
C15	apply rigorous analytical and critical methods appropriate to recent and contemporary music (Music Pathway)	Module 2
C16	apply rigorous analytical and critical methods appropriate to recent and contemporary performance and theatre (Theatre and Performance Pathway)	Module 2
C17	critically evaluate conceptual debates, analytical methods and methodological strategies that have been used in research in to leadership debates (Leadership Pathway)	Module 2
C18	carry out clearly defined and original projects using appropriate research methods and synthesising source materials. *	Module 2 and 3

Transferable skills

Code	Learning outcome	Taught by the following module(s)
D1	skills marked with an asterix in the sections above are considered to constitute transferable skills	As above

By fully participating in the programme to complete the MA Creative and Cultural Entrepreneurship students will have developed knowledge and understanding and will be able to:

Knowledge and understanding

Code	Learning outcome	Taught by the following module(s)
A1	have an informed critical purchase on the forms and formations of the creative industries – practices and organisation - through both primary engagement with, as well as through writings about the creative industries	Modules 1, 3, 4 and 5
A2	inform and shape their various practices (as entrepreneurs, intrepeneurs, leaders, practitioners, policy makers etc.) in response to contemporary and emergent developments in the industries	Modules 1, 2, 3, 4 and 5
A3	understand the complex relationship between theory and practice within the development of cultural industries in different cultural contexts	Modules 1, 3, 4 and 5
A4	understand and evaluate contemporary approaches to the development of cultural and creative products/processes – including their own*	Modules 2, 3, 4 and 5
A5	understand the key elements that contribute to creating a physical and economic environment/infrastructure conducive to developing creative and cultural industries	Modules 1,3 and 4
A6	use advanced methods of conceptualising and developing technology solutions to cultural issues, or new creative computing projects (Computing Pathway)	Module 2

A7	use advanced methods and processes in conceptualising and researching design and an understanding of the varied uses and applications of design thinking (Design Pathway)	Module 2
A8	Have a critical approach to Design management and ability to understand and use varied approaches to management of design. (Design Management Pathway)	Module 2
A9	use advanced methods and processes in conceptualising and researching fashion and an understanding of the varied uses and applications of design thinking in sustainable fashion (Fashion Pathway)	Module 2
A10	Have a critical approach to Fashion management and ability to understand and use varied approaches to management of design. (Fashion Management Pathway)	Module 2
A11	command theoretical approaches to critical studies of Media and Communication studies (Media and Communications Pathway)	Module 2
A12	analyse ethical or moral issues involved in ethnographic research focused on the study of the world's music and musical practices or analyse ethical and solve practical issues in funding and delivering music projects (Music Pathway)	Module 2
A14	use advanced methods of conceptualising and researching contemporary theatre and performance (Theatre and Performance Pathway)	Module 2

A15	<p>use advanced methods of conceptualising and researching approaches to leadership within the cultural or creative industries using design thinking and showing an understanding of the inter-disciplinary debates around leadership (Leadership Pathway)</p>	Module 2
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Cognitive and thinking skills

Code	Learning outcome	Taught by the following module(s)
B1	develop a reflective approach to the development of their creative practice and business practice	Module 1, 2, 3, 4 and 5
B2	analyse political, economic, social and technological contexts in relation to developing a cultural enterprise	Module 1 and 3
B3	analyse the inter-relationship and inter dependence of varying creative disciplines and entrepreneurship	Module 2, 3, 4 and 5

Subject specific skills and professional behaviours and attitudes

Code	Learning outcome	Taught by the following module(s)
C1	demonstrate independence and integrity in developing creative ideas*	Module 2, 3 and 5
C2	apply entrepreneurial approaches to creative projects	Module 3 and 5
C3	demonstrate an understanding of different business models to establish and sustain a creative enterprise*	Module 3 and 4

C4	work effectively as a member of a team and/or as a leader in developing an entrepreneurial approach to a creative project	Module 3 and 4
C5	employ effective business (and other) communication skills*	Module 3 and 4
C6	create a business plan for a creative business enterprise*	Module 3
C7	develop and employ learning strategies for the ongoing acquisition of skills and knowledge*	Module 3 and 4
C8	summarise arguments of varying degrees of complexity and to present summaries in written form, indicating key issues and priorities for more detailed consideration*	All modules
C9	present systematically organised arguments orally to groups, and to defend them in critical discussion*	Module 1 and 3
Code	Learning outcome	Taught by the following module(s)
C10	apply knowledge of coding and creative technology solutions to creative ideas (Computing Pathway)	Module 2
C11	apply Design and Innovation methods and processes to problems and create innovative solutions or discursive design (Design Pathway)	Module 2
C12	Apply rigorous critical and strategic methods and processes and management techniques in collaboration with designers. (Design Management Pathway)	Module 2
C13	apply rigorous critical and creative methods to fashion projects and value chains (Fashion Pathway)	Module 2
C14	Apply rigorous critical and strategic methods and processes and management techniques in collaboration with fashion designers. (Fashion Management Pathway)	Module 2

C15	apply rigorous analytical and critical methods appropriate to recent media and communication developments and trends (Media and Communications Pathway)	Module 2
C16	apply rigorous analytical and critical methods appropriate to recent and contemporary music (Music Pathway)	Module 2
C17	apply rigorous analytical and critical methods appropriate to recent and contemporary performance and theatre (Theatre and Performance Pathway)	Module 2
C18	critically evaluate conceptual debates, analytical methods and methodological strategies that have been used in research in to leadership debates (Leadership Pathway)	Module 2
C19	carry out clearly defined and original project using appropriate research methods and synthesising source materials*	Module 2, 3 and 5

Transferable skills

Code	Learning outcome	Taught by the following module(s)
D1	skills marked with an asterix in the sections above are considered to constitute transferable skills	As above

Mode of study

Full-time MA: 15 Months

Part-time MA: 30 Months

Postgraduate Certificates: 2 Terms

Full time Postgraduate Diploma 2 Terms

Part-time Postgraduate Diploma: 4 Terms

CPD: Modules taken individually (the 4 main modules)

Programme structure

Progression requirements for part-time students

Part-time students will normally take a minimum 2 modules in their first year of study and are encouraged to take Module 1 and 2 in that first year of study, and 2 modules in their second year in addition to the Dissertation or Project Portfolio. Part-time students are required to pass 2 modules in Year One before proceeding to Year Two.

To maximise flexibility, some elements of the Masters programme will be made available as standalone CPD/short modules for example Entrepreneurial Modelling. In order to enable collaborative learning amongst those seeking to develop creative and cultural businesses and those already within them, we intend wherever possible to teach all students together, irrespective of the particular route on which they are registered.

The Masters programme will contain four taught modules and a further dissertation/portfolio component. Students will have a range of choices thorough the degree enabling them to design a pathway that is most relevant to both their academic, business and career ambitions. Whilst all students will take modules I and III students can choose between options offered for their chosen pathway for modules II and IV. Attendance is mandatory for all taught sections of the programme.

Module I: Theories of Capital (30 credits)

Theories of Capital critically examines key theories of social, economic, natural, intellectual, cultural and symbolic capital. This module provides students with strong foundations and learning that will weave into the further content of the programmes other modules and will equip students with a framework in the development of their enterprise ambition. The module details these conceptual capital frameworks and compliments this theoretical foundation with application in the creative and cultural industries with a focus on the unique economic characteristics of the creative industries. This module explores, critiques and interrogates alternatives to the capitalist, Western-centric approach, the course will equip students to unpack the power structures that give rise to the notion of capital. Emphasis will

be given on the role of intellectual capital in policy, both as a tool to incentivise innovation and a means to appropriate the knowledge of others. Students will be able to translate theory into practice, and practice into theory.

Module II: Creative Practice (30 credits)

In line with the ethos of this programme which seeks to foster the development of creativity and entrepreneurship as related activities, rather than bringing entrepreneurship or business to creativity, this module allows participants to continue to develop their understanding of a creative practice. This module, therefore, comprises studies in one area of creative practice e.g., music, theatre, design, creative computing etc. (It will normally be necessary for a student to have a background in the area they wish to continue to study as this module is primarily concerned with the creative discipline rather its management or entrepreneurial potential). However, many of the students already taking these modules do not come directly from a creative background in that particular discipline but have a keen interest in it therefore these some of the option modules are designed to accommodate this approach.

The pathway on Entrepreneurial Leadership has been designed to support students with the ambition to lead either an organisation or take leadership of an artform area.

The Design and Fashion Management Pathways have been created to support students to develop the particular skills required to support a sustainable enterprise in these sectors while collaborating with creatives and manufacturers.

Students will be closely tutored on which module is most suitable for them.

Module III: Entrepreneurial Modelling (30 credits)

This module aims to nurture the skills and attitudes of students to allow them to become innovators and to provide models of entrepreneurial/business support relevant and useful for creative entrepreneurs. This module will provide a link between the theoretical aspects of the broader overview of the sector and the practice specifics, and work to focus on how creativity can be strengthened when put through creative commercialisation modelling techniques.

It critically reviews key characteristics of successful enterprises, entrepreneurs and leaders, within the cultural and more commercially focussed creative industries. It questions what is determined as success and requires students to develop their own metrics for this. It looks at the range of business models that exist and review how best to build a financially sustainable organisation. The key areas of modelling techniques covered are:

- Relationship Modelling – this will assist students to understand the range of business models in the creative industries, and to create the most appropriate route to market; it will consider the relationship that the originator of the creative idea has to the production, distribution and the audience/customer/client; it uncovers the student’s relationship to “reward”.
- Evidence Modelling – this model uses Marshall McLuhan’s Tetrad Model to review the likely impact of the idea; it helps makes the enterprise tangible and to ensure that the entrepreneur remains in control of the effects of their ideas. Using the modelling technique helps students to articulate their values and the benefits of their ideas.
- Blueprint Modelling – an approach to creating an operating plan which will move their idea to market, articulating all of the activities and responsibilities required.
- Consequence Modelling – using all of the knowledge from the modelling techniques, this will uncover the financial consequences of the decisions made. It will introduce them to basic financial modelling concepts, and ensure they are comfortable with the financial language of creative entrepreneurs.
- Landscape Modelling will support students in placing their idea within societal contexts as well as ensuring it is reflected on with a contextual criticality.

Module IV (i) and (ii): Entrepreneurial Practices and Modes of Production within one creative industry sector (30 credits)

(i) College-based

Delivered by the partner departments and within ICCE -these modules deal with creative sector issues and case studies within a specific discipline, although taking into account the cross over with other areas – areas include Performing Arts (theatre, dance), Music, Fashion, Design, Media and Communications, Publishing, and Computing. As well as studying producing companies this also includes consideration of creative agencies relating to the above.

Music and Theatre and Performing Arts students can take Internship: Audience Development and Fundraising and Professional Practice (30 credits), students in Media and Communications can take two 15 credit modules from Media, Communications and Cultural Studies that are focused on Film Producing and Media Industries modes of practise. and students in Design, Design Management, Fashion, Fashion Management, Leadership and Computing: Business of Design.

In addition, many of the pathways can choose Business of Creative Industries a module that explores current cross-cutting themes and has a global set of speakers.

Each will offer students sector relevant insights. It will encourage critical awareness of different creative business models and approaches to practice. They will ensure students synthesis knowledge and understanding of approaches to enterprise in the cultural and creative industries.

(ii) Work Placement

Students will undertake a work placement within a micro-business, SME, Producing or Research Organisation within the cultural and creative industries or social enterprises – students would undertake initial taught/tutorial sessions on managing an internship and experiential learning, assessment would be by an analytical report on the entrepreneurial potential of the organisation.

To provide a framework for this analysis students will have preparatory lecture/seminars covering organisational models including Weber and Handy as well as models of teams, such as Belbin. It is envisaged that the Work Placement would be the equivalent of 2-3 days a week for 3 months, however each placement will be individually negotiated between the organisations [learning partner] the department and the student. Duration and attendance pattern of each internship will vary however, in whichever configuration; it will provide the student with the context and experience to undertake the assessment.

Module V: Dissertation or Project/portfolio plus reflective analysis (90 credits)

The content and research imperatives of the dissertation/portfolio can be developed by students in tutorial with staff to address individual needs. It could range from an entirely written document researching a particular area of the cultural and creative industries to a fully developed proposal for a new business

The following tables detail the different pathways:

Full-time mode

Academic year of study 1

Computing Pathway

Module Title	Module Code	Credits	Level	Module Type	Term
Theories of Capital	IC71138A	30	7	Core	1
Entrepreneurial Modelling	IC71139A	30	7	Core	2
AND: Creative Practice optional modules: 30 credits of optional modules to be selected from an annual list made available by the Computing department		30	7	Optional	1, 2
EITHER Business of Creative Industries	IC71154A	30	7	Optional	3
OR Business of Design	DS71029B	30	7	Optional	3
OR Industry Placement		30	7	Optional	3
EITHER: Dissertation	IC71105A	90	7	Compulsory	1,2, 3,4
OR: Project/Portfolio	IC71106A	90	7	Compulsory	1, 2, 3, 4

Design and Fashion Pathways

Module Title	Module Code	Credits	Level	Module Status	Term
Theories of Capital	IC71138A	30	7	Core	1
Entrepreneurial Modelling	IC71139A	30	7	Core	2

MA CCE Design and Fashion Pathways Studio Practice (Students will choose to complete this module aligned with one of the Thematic Studios running each year in the Design Department)	DS71108A	30	7	Optional	1 and 2
EITHER Business of Design	DS71029B	30	7	Optional	3
OR Industry Placement	IC71116A	30	7	Optional	1,2,3
AND: Dissertation	IC71117A	90	7	Compulsory	1, 2, 3, 4
OR: Project/Portfolio	IC71118A	90	7	Compulsory	1,2 3, 4

Design Management and Fashion Management Pathways

Module Title	Module Code	Credits	Level	Module Status	Term
Theories of Capital	IC71138A	30	7	Core	1
Entrepreneurial Modelling	IC71139A	30	7	Core	2
Design and Fashion Management	IC71158A	30	7	Core	1
EITHER Business of Creative Industries	IC71154A	30	7	Optional	3
OR Business of Design	DS71029B	30	7	Optional	3
OR Industry Placement		30	7	Optional	3
AND: Dissertation		90	7	Compulsory	1,2,3,4
OR: Project/Portfolio		90	7	Compulsory	1,2,3,4

Theatre and Performance Pathway

Module Title	Module Code	Credits	Level	Module Status	Term
Theories of Capital	IC71138A	30	7	Core	1
Entrepreneurial Modelling	IC71139A	30	7	Core	2
AND: Creative Practice optional modules: 30 credits of optional modules to be selected from an annual list made available by the Theatre and Performance department		30	7	Optional	1, 2 or 3
EITHER: Industry Placement		30	7	Optional	2,3
OR: Business of Creative Industries	IC71154A	30	7	Optional	3
OR SECTOR OVERVIEW PERFORMING ARTS & AUDIENCE DEVELOPMENT AND FUNDRAISING	IC71119A	30	7	Optional	1
Dissertation	IC71121B	90	7	Compulsory	1,2,3,4
Project/Portfolio	IC71122B	90	7	Compulsory	1,2,3,4

Media and Communications Pathway

Module Title	Module Code	Credits	Level	Module Status	Term
Theories of Capital	IC71138A	30	7	Core	1
Entrepreneurial Modelling	IC71139A	30	7	Core	2
AND: Creative Practice optional modules: 30 credits of optional modules to be selected from an annual list made available by the Media, Communications and Cultural Studies department		30	7	Optional	1-2
AND: EITHER Entrepreneurial Practices and Modes of Production optional modules: 30 credits of optional modules to be selected from an annual list made available by the Media, Communications and Cultural Studies department		30	7	Optional	1, 2
OR Industry Placement	IC71123A	30	7	Optional	1,2
OR Business of Creative Industries	IC71154A	30	7	Optional	3
AND: Dissertation	IC71124A	90	7	Compulsory	1,2,3,4
OR: Project/Portfolio	IC71125A	90	7	Compulsory	1,2,3,4

Music Pathway

Module Title	Module Code	Credits	Level	Module Status	Term
Theories of Capital	IC71138A	30	7	Compulsory	1
Entrepreneurial Modelling	IC71139A	30	7	Compulsory	2
AND: Creative Practice optional modules: 30 credits of optional modules to be selected from an annual list made available by the Music department		30	7	Optional	
EITHER: Industry Placement		30	7	Optional	2,3
OR: Business of Creative Industries	IC71154A	30	7	Optional	3
OR SECTOR OVERVIEW PERFORMING ARTS & AUDIENCE DEVELOPMENT AND FUNDRAISING	IC71119A	30	7	Optional	1
EITHER: Dissertation	IC71128A	90	7	Compulsory	1,2,3,4
OR: Project/Portfolio	IC71129A	90	7	Compulsory	1,2,3,4

Leadership Pathway

Module Title	Module Code	Credits	Level	Module Status	Term
Theories of Capital	IC71138A	30	7	Compulsory	1
Entrepreneurial Modelling	IC71139A	30	7	Compulsory	2

Enterprising Leadership: An Introduction to the Discourse of Contemporary Leadership, Enterprise, and Innovation Theory	DS71099A	30	7	Compulsory	2
EITHER	IC71154A	30	7	Optional	3
Business of Creative Industries					
OR Business of Design	DS71029B	30	7	Optional	3
OR Industry Placement	IC71130A	30	7	Compulsory	3
EITHER: Dissertation	IC71105A	90	7	Compulsory	1,2,3,4
OR: Project/ Portfolio	IC71106A	90	7	Compulsory	1,2,3,4

Part-time mode

All Pathways (Computing, Design, Design Management, Fashion, Fashion Management, Leadership, Media and Communications, Music, Theatre and Performance)

Academic year of study 1

Module Name	Module Code	Credits	Level	Module Type	Term
Theories of Capital	IC71138A	30	7	CORE	1
Creative Practice Module		30	7	Optional	1, or 2
OR Industry Placement Module		30	7	Core	3

Academic year of study 2

Module Name	Module Code	Credits	Level	Module Type	Term
Entrepreneurial Modelling	IC71139A	30	7	Compulsory	2
Dissertation		90	7	Compulsory	1,2 3,4
OR Project/ Portfolio		90	7	Compulsory	1,2,3,4

Academic support

Support for learning and wellbeing is provided in a number of ways by departments and College support services who work collaboratively to ensure students get the right help to reach their best potential both academically and personally.

All students are allocated a Personal Tutor who has overall responsibility for their individual progress and welfare. Personal Tutors meet with their student at least twice a year either face-to-face, as part of a group and/or electronically. The first meeting normally takes place within the first few weeks of the autumn term. Personal Tutors are also available to students throughout the year of study. These meetings aim to discuss progress on modules, discussion of the academic discipline and reports from previous years if available (for continuing students). This provides an opportunity for progress, attendance and assessment marks to be reviewed and an informed discussion to take place about how to strengthen individual learning and success. In addition, for the MA Creative and Cultural Entrepreneurship Tutorials are provided per module.

All students are also allocated a Senior Tutor to enable them to speak to an experienced academic member of staff about any issues which are negatively impacting their academic study, and which are beyond the normal scope of issues handled by Programme Convenors and Personal Tutors.

Students are provided with information about learning resources, the [library](#) and information available on [Learn. Gold \(VLE\)](#) so that they have access to department/ programme handbooks, programme information and support related information and guidance.

Taught sessions and lectures provide overviews of themes, which students are encouraged to complement with intensive reading for presentation and discussion with peers at seminars. Assessments build on lectures and seminars, so students are expected to attend all taught sessions to build knowledge and their own understanding of their chosen discipline.

All assessed work is accompanied by some form of feedback to ensure that students' work is on the right track. It may come in a variety of forms ranging from written comments on a marked essay to oral and written feedback on developing projects and practice as they attend workshops.

Students may be referred to specialist student services by department staff or they may access support services independently. Information about support services is provided on the [Goldsmiths website](#) and for new students through new starter information and induction/Welcome Week. Any support recommendations that are made are agreed with the student and communicated to the department so that adjustments to learning and teaching are able to be implemented at a department level and students can be reassured that arrangements are in place. Opportunities are provided for students to review their support arrangements should their circumstances change. The [Disability](#) and [Wellbeing](#) Services maintain caseloads of students and provide on-going support.

The [Careers Service](#) provides central support for skills enhancement, running [The Gold Award](#) scheme and other co-curricular activities that are accredited via the Higher Education Achievement Report ([HEAR](#)).

The Centre for Academic Language and Literacies works with academic departments offering bespoke academic literacy sessions. It also provides a programme of academic skills workshops and one-to-one provision for students throughout the year. The Library also offers workshops and support for research and other study skills.

Placement opportunities

The focus of this programme is to give students the confidence, knowledge and platform to create an entity of their own. Students should be spending the majority of their time contemplating and prototyping what it means to create that enterprise. While through our networks, we can make recommendations about placements, it is up to the student to secure a placement of their own. From the start of this programme students are encouraged to use their own skills, capacity and initiative to create opportunities for themselves and the future of their enterprise.

It is intended that students completing this programme will seek employment primarily in two areas. Firstly, as self-employed in their own enterprise or as a member of a team of an SME developing a business arising from an existing [or their new] creative practice. These

businesses will be varied and may relate directly to a 'product' or 'process' arising from their practice or to a form of 'expertise', 'consultancy' or 'knowledge'. They will also be qualified to seek employment in larger creative organisations in a more traditional way but being able to contribute a range of creative and business skills.

Secondly within government or NGO organisations concerned with developing the infrastructure and environment for new creative businesses to flourish in a variety of contexts e.g., city, rural, regional or national.

Students taking individual modules for CPD will be able to advance their careers within each of the above sectors and crucially develop the skills to move across the sectors or after a number of modules consider starting their own enterprise.

Employability and potential career opportunities

An indicative list - There are many others we call upon for specialist input. Personnel from all of the below have either taught or provided a placement in their organisation (in many cases both) on the programme, some for the last 8 years. Alumni also now work for many of them.

Age Exchange Theatre, Albany Theatre, Deptford, Almeida Theatre, Artichoke, Arts Council England, Audiences London, British Council, Battersea Arts Centre, Birmingham Royal Ballet, Camden Arts Centre, CPT Camden Peoples Theatre, Graeae, Heart and Soul ICA, Independent Theatre Council, LIFT (London International Festival of Theatre), National Campaign for the Arts, Oval House Theatre, PAN Centre for Intercultural Arts, Sadler's Wells, Talawa Theatre, Tamasha, Tara Arts, Tate, The Barbican, The Design Museum, The Place, The Roundhouse, Theatre Royal Stratford East, The Young Vic, Toynbee Studios. ZincVC, Hannah Martin, London, Sprout, Sugru, MakeGood, TimeOut, HIVA, HIVOS. Anna Meredith, Sam Lee, Nest Collective, Square Glass. Rachel Newsome (Dazed and Confused), David Seymour (Mirror), John Lloyd (Financial Times), Duncan Campbell (Guardian), Michael Kallenbach (Telegraph)

TV Documentary Visiting Lecturers have included: Mark Harrison, independent documentary maker, now Head of Arts Programmes, BBC. Mark Isaacs who directs innovative documentaries for Channel 4, including 'The Lift' and 'Travellers'. Kim Longinotto, independent documentary maker. Peter Symes, Editor of Picture This, BBC2, now freelance.

Feature Film: Joe Oppenheimer BBC Films, Emma Clarke UK Film Council, Bob Storer Harbottle & Lewis, Mark Vennis Moviehouse, Clare Binns Picturehouse/City Screen, Julie Baines Dan Films, Elizabeth Croker Lawyer, Matt Smith Lionsgate, Colin Burch Verve Picture, Steve Clark Hall Skyline films, Marc Boothe B3 Media, Jo Mclellan Channel 4 Films, Natascha Wharton Working Title, Phil Parker NYCA, Linda Aronson Writer, Simon Van dar Borg Writer.

Additional Design Partners in Learning include; Thomas Heatherwicke, Engine, Live: Work, Sense Worldwide, Hannah Martin, Make: Good, Haberdashery London, Sprout.

Programme-specific requirements

This Masters Programme is aimed at graduates and those already working within creative and cultural industries. Students should have an undergraduate degree in the social sciences, arts, design or humanities including the creative areas of drama, dance, visual arts, film, video or media or in an area of design, or in management or business studies, where they have not gained a first degree in the Pathway subject, they will be expected to have gained 3 years industry experience in the Pathway to be able to meet the knowledge level requirements of the Pathway.

It is likely that candidates will have an interest in developing an entrepreneurial approach to their own practice or that of colleagues (as part of a team), or an interest in developing the creative and cultural industries infrastructure of a town/city/region.

A first-class or upper second Honours degree or its equivalent in a relevant discipline (outlined above) is normally required, applicants should demonstrate their own entrepreneurial potential through having initiated projects or gained insight in to how their sector works through practice. Applicants without a first degree in the pathway subject, but who are able to demonstrate professional experience of working in or running their own creative enterprise and understanding of the discipline will be considered. Applicants whose first language is not English will have to achieve a score of IELTS 6.5 or more (with a 6.5 or more in writing and listening) and will be encouraged while studying to use the resources of the Centre for Academic Language and Literacies (CALL). Applicants who have significant (5 years plus) experience in the cultural or creative industries, but no first degree will also be considered, and their ability to cope with the breadth of academic writing will be assessed.

Applicants will be required to write a proposal of their area of interest and an outline of their entrepreneurial idea. Advice will be given at Open Days and interview about the pathway choices.

Applications from people without formal qualifications in their pathway should demonstrate their professional experience in their written application. Applicants for the Design and Fashion pathway will be required to include a portfolio in their application.

Interviews will be undertaken in person or online. Applications will be initially processed by the programme director and Admissions Tutor to check for suitability to the programme with pathway departments offered the opportunity to review applications. .

CPD: Modules within this masters programme can also be taken as Professional Development as 'stand-alone' modules. This can lead on a credit basis to the full masters degree – progression to the dissertation /portfolio can be achieved by passing the four main modules.

Tuition fee costs

Information on tuition fee costs is available at: <https://www.gold.ac.uk/students/fee-support/>

Specific programme costs

Not applicable