

**PROGRAMME SPECIFICATION
(Taught Postgraduate)**



1	Awarding Institution	Newcastle University
2	Teaching Institution	Newcastle University
3	Final Award	MA
4	Programme Title	Creative and Cultural Industries Management
5	Programme Code	4197F/P with pathways
6	Programme Accreditation	N/A
7	QAA Subject Benchmark(s)	Music Benchmark Statement
8	FHEQ Level	7
9	Last updated	July 2026

10 Programme Aims

MA Creative and Cultural Industries Management provides you with the essential skills and knowledge to develop a career in the contemporary creative and cultural sector. Centred in the School of Arts and Cultures, and run in collaboration with Newcastle University's triple accredited Business School, this programme and draws on a community of expert researchers and practitioners from across the creative and cultural sectors, including music, digital media, film, literature and heritage., As a student on this programme you will become part of a cross-campus network of creativity, innovation and enterprise.

You will learn about the key issues, challenges and opportunities facing the creative sector and engage with cutting edge research and learn from experienced industry professionals. From the outset you will learn about the past, present, and future of the creative industries and their global contexts; develop the skills to gather and interpret data, learn through conversations and collaborations with professionals and scholars from across creative sectors and gain real-world collaborative experience through a live consulting You can create your own bespoke route through the programme by choosing from a range of optional modules reflecting a range of professional and disciplinary expertise. Alternatively, you can draw from a range of options or choose to pursue pathways in:

- Music Enterprise
- Artificial Intelligence
- Tourism and Heritage
- Writing for the Cultural Sector

The programme culminates in a major project, which will allow you to consolidate and demonstrate the knowledge and skills you have acquired across the programme, putting you in a strong position to transition into professional practice in fields including live music events management, recorded music and IP management, writing for the cultural sector, freelance performance, cultural tourism and heritage management. Central to the programme is the cultivation of a graduate network that recognises the importance of building sustainable relationships within the contemporary creative ecosystem. You will be encouraged to actively engage with a range of creative industries professionals, from freelance artists and live events promoters, to journalists, arts administrators, and digital communications specialists and to foster connections that extend beyond the classroom and into the professional realm.

The programme focuses on the breadth and diversity of the creative industries, allowing you to adapt to changing contexts and professional landscapes. The curriculum provides an understanding of local, regional, national and global contexts in which creative freelancers and businesses work, alongside their historical and present-day composition. In brief the programme aims to:

1. Provide you with broad knowledge and understanding of the practical and theoretical aspects of the creative and cultural industries and their global contexts.
2. Equip you with the knowledge and skills for a range of creative industries roles, including employment, self-employment, freelancing and consultancy.
3. Enhance your understanding of the cross-cultural contexts in which the creative and cultural industries have operated, past, present and future.
4. Allow you to develop practical and rigorous data gathering and analysis skills suitable for work in the creative sector and academia.
5. Connect you with creative industries practitioners regionally, nationally and globally and help you acquire professional network building skills and intercultural learning opportunities.

11 Learning Outcomes

Graduates of this programme will be able to demonstrate the analytical and critical skills needed to conduct research and evaluate advanced scholarship. They will also possess the practical skills to adapt to roles and managerial practices within the fast-changing cultural and creative industries. The programme provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

Knowledge and Understanding

On completing the programme students should have an advanced, critical knowledge and understanding of:

A1. The changing nature of cultural and creative industries along with their past, present and future development and critical contexts.

A2. Appropriate theoretical frameworks and methods (including ethical considerations) for formulating and responding to research problems and opportunities in the creative

and culture sectors, informed by cutting-edge research, professional practice and technological contexts.

A3. The economic, legal, and policy frameworks shaping creative economies, including intellectual property, cultural policy, and development strategies.

A4. The cultural, social, historical, legal and political contexts – and types of organisations – with which the global creative and cultural sectors intersect, and their various institutional mechanisms and priorities.

A5. The challenges and opportunities facing cultural and creative industries in adapting to broader societal, cultural, and technological changes.

11.a Teaching and Learning Methods

The pedagogical philosophy and Learning and Teaching Assessment Strategy (LTAS) aims to produce critically aware, reflective creative industries practitioners and researchers, able to work flexibly and respond to shifting professional and contexts. The LTAS aims to ensure that those completing the programme will have developed rigorous research and practice-based skills in the field, along with broad sector-based knowledge. Students engage with broad pedagogical skills linked with cognitive, intellectual, critical, practical, technical and contextual knowledge and understanding. Through collaboration with researchers, policy experts, and industry professionals and organisations, learners explore innovative responses to challenges and opportunities within the creative industries at local, national and international scales.

This programme is designed for intercultural learners to enhance their personal development, employability, independent research capacity and scope for taking a leadership role in shaping the future of organisations and communities. It is also designed to enhance expertise for professionals in the field and provide essential knowledge and skills needed to navigate the evolving landscape of work and wider society in the face of rapid, disruptive change. One of the key features of this programme is to offer learners the opportunity to enhance their teamworking and collaboration skills, joining a growing network of graduates fostering lifelong learning beyond the programme.

This programme aligns with the Education Strategy and the strategic priorities of Newcastle University. It prepares individuals to shape the future in an international context by fostering a global, responsible, and interconnected approach. Through a blended learning format, learners engage in transformative education that promotes critical thinking, reflection, analysis, development of leadership attributes and interdisciplinarity. Real-world challenges provide a rich learning environment and the opportunity to make an impact on both personal and professional performance.

Teaching and Learning is focused on key areas through a combination of lectures, interactive seminars, practice-based workshops and small group tutorials to facilitate:

1. Students as practitioners and project-based learning.
2. The assessment of both process and product.
3. The intercommunications between research-based critical analysis and practice.
4. Mechanisms to facilitate meaningful feed-forward and feedback both within and across semesters.

5. Development of skills in defining and formulating research topics for investigation, relevant ethical practices, bibliographic work, competence in the critical use of sources in addition to skills in creative industries practices.

Students can also investigate issues in live projects set by sector partners, and therefore to engage in a consultative capacity with the sector.

11.b Assessment Strategy

The curriculum underpins a meaningful and coherent assessment and feedback strategy which, while allowing for varieties of project, offers a familiar structure to students in terms of weighting, the construction of assessment criteria, submission and reception and response to feed-forward and feedback.

This course involves a distinctive combination of a sophisticated analytical approach with practical training to provide students with advanced skills to operate in a range of industry and academic contexts. The range of assessment reflects this diversity.

Assessment requires students to:

1. Engage with theories and concepts (A1, A2, A3, B3)
2. Formulate areas of enquiry and engage with relevant literature (demonstrate a critical understanding of the creative industries and their relationship to creative sector practice (A2, B3, C4, D4)
3. Develop advanced practical skills associated with entrepreneurial activity and small businesses, working with - and within - large organisations, and operating within related social and policy creative management contexts (A3, A4, B1, B2, B4, B5, C4, D2, D3)

The programme therefore uses a broad range of assessment methods, including oral presentations, case-study and professional reports, essays, methodological critiques of selected research studies, written assignments, and portfolios of work to assess students' ability to gather, assimilate and synthesize information of different types pertinent to the creative and cultural sectors.

Intellectual Skills

On completing the programme students should be able to:

B1. Develop effective problem-solving, analytical and planning strategies for the creative and cultural industries.

B2. Think and work across disciplines in the creative sector with confidence and agility.

B3. Apply principles, theories and methods to define, formulate and critically analyse research problems, questions and hypotheses.

B4. Critically reflect, innovate and adapt to change in creative industry practice both individually and in groups.

B5. Harness entrepreneurial thinking and innovation skills in cultural and creative contexts.

Teaching and Learning Methods

A broader discussion of the LTAS for the programme can be found in 11a. Learning and teaching methods designed to develop intellectual skills also include:

1. Lectures and problem-driven small group teaching that encourage the acquisition of the tools with which to think critically, and the application of these in concrete contexts (B2, B3, B4)

2. A multidisciplinary teaching team and student cohort who are encouraged to share disciplinary experience and expertise through small group teaching that facilitates dialogue, and problem-based learning activities that demand that students employ the wealth of disciplinary knowledge they will be exposed to in considered and practicable ways (B2, B3) 3. Seminars and workshops built around real-world examples, in which students can consider how theory and practice might interplay and learn to apply it to their own professional behaviours (B1, B4) 4. Guided independent study, supported with one-to-one supervision and access to an array of staff across SACS through office hours, drop-in surgeries and other opportunities for informal discussion led by the student's interests (B2)
Assessment Strategy
In addition to the overall assessment strategy detailed in 11b, assessment methods designed to evaluate and further intellectual skills include: 1. Written essays and reports that encourage students to think critically about real-world case studies of their own choosing (B1, B3, B4) 2. Reflective analysis which requires students to draw on an interdisciplinary pool of knowledge to respond to the brief (B2, B4) 3. Creative and experimental written and verbal assessments, including portfolios of writing which reward innovation and independence (B2, B4) 4. A final research project led by students and born of their own areas of interest. (B1, B3, B4)
Practical Skills
On completing the programme students will be able to: C1. Work confidently in and with interdisciplinary teams. C2. Be adept in communication across cultures, and aware of ethical dimensions in their working practice. C3. Advocate for and communicate effectively about creative and cultural industries both orally and in a variety of written forms and media. C4. Apply research and innovation within a range of contexts within the cultural and creative sectors.
Teaching and Learning Methods
A broader discussion of the LTAS for the programme can be found in 11a. In addition, through C1, C2, C3, C4, which encompass critical thinking, creativity, flexibility, problem-solving, and data analysis, the programme will provide a range of teaching and learning methods to engage learners actively. These include: 1. Real-life scenarios and case studies related to creative industries practice and contexts, encouraging learners to identify key questions, gather relevant information, and analyse arguments to make evidence-based decisions and promote critical thinking (C2, C3, C4) 2. Debates and discussions on current issues facing the creative industries and creative sector, more broadly, requiring learners to critically analyse opposing viewpoints, synthesize different types of industry and related outputs, and develop evidence-based arguments (C1, C4)

- Projects that require learners to propose and implement creative solutions to address specific issues relating to current and evolving creative industries practice (C2, C3) - Engaging learners in research methods, to enable synthesis of varied sources of information, and a flexible, future-facing approach to industry issues (C1, C3, C4) - Exposing learners to different perspectives and problem-solving approaches through collaborative practical learning experiences and group projects (C1, C2, C3).
Assessment Strategy
The key features of the overall programme assessment strategy are provided in section 11a. In addition, practical skills will be assessed by research journal article or live project final written report and presentation (C2, C3), individual project proposal (C2, C3), written essays and case study analyses (C4), and individual and group work/presentation (C1).
Transferable/Key Skills
On completing the programme students will be able to: D1. Write confidently for a range of audiences, demonstrating technical proficiency and digital capability. D2. Communicate and collaborate effectively and be able to mediate between stakeholders. D3. Plan and execute individual and group research and/or practical projects with effective administration and time management. D4. Source and utilise expert knowledge from a range of disciplinary backgrounds and sources. D5. Demonstrate self-awareness, reflection and personal development planning.
Teaching and Learning Methods
A broader discussion of the LTAS for the programme can be found in 11a. In addition, the teaching and learning methods for developing transferable and key skills include: - Lectures delivered by subject matter experts to provide learners with foundational knowledge and insights (D4) - Case studies to help learners understand how experts apply their knowledge to solve problems/address challenges (D4) - Engaging learners in debates and discussions to enhance their ability to distinguish authoritative knowledge from biased or unreliable information (D1, D2, D4) - Assigning group projects that require learners to collaborate with peers from diverse backgrounds, fostering understanding and teamwork (D2) - Presenting learners with real-world challenges and opportunities, guiding them to develop structured approaches to address them (D3, D4) - Providing opportunities for learners to present their arguments in front of their peers, academics and visiting experts, allowing for constructive feedback (D2, D4, D5).
Assessment Strategy
The key features of the overall programme assessment strategy are provided in section 11a ('Knowledge and Understanding'). Additionally, transferable and key skills will be assessed in the live projects, the project proposal (D1, D3, D4), final project report or

journal article (D1-D5) and group work/presentations (D2-D5), building on knowledge acquired in programme modules.

12 Programme Curriculum, Structure and Features

Basic structure of the programme

Learning and assessment across modules and semesters work cohesively both laterally (working together with co-occurring learning to support development) and lineally (advancing knowledge and expertise in cross-semester and stage inter-related modules).

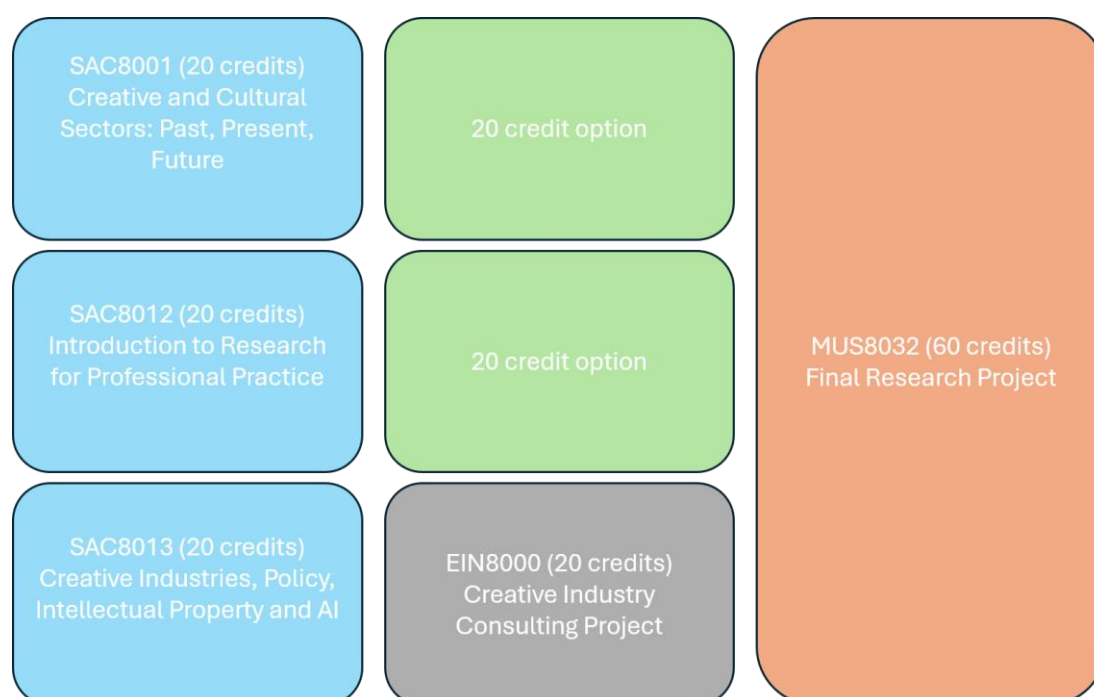
Semester 1 focuses on advancing knowledge and understanding and intellectual skills in three key areas:

- Research methods pertinent to developing the final project, and transferrable to professional practice.
- Underpinning theoretical models of the creative sector, its past, present and future, and potential ways of navigating it.
- Outlining key concepts, practices and policy frameworks within the contemporary global creative economy (including intellectual property and AI) and critically engaging with current research.

Semester 2 develops these foundations to explore in greater depth specific areas of creative industries practice across a range of contexts. Students will complete the Creative Industry Consulting Project, alongside two 20 credit options. Alongside this, they may choose to specialise by taking one of four named pathways: Music Enterprise; AI; Tourism and Heritage; or Culture Writing. They can also choose a bespoke selection of optional modules from these pathways or from a list of further options from within SACs.

In Semester 3 students undertake a rigorous research project of their students, consolidating the knowledge, understanding and skills developed over the year, and directing it towards an independent project of their own choosing.

Basic Structure and Assessment Journey



Music Enterprise pathway

Compulsory semester 2 modules are:

MUS8023: Music & the Creative Economy: Concepts and Practices
MUS8027: Live Music Events

Tourism and Heritage pathway

Students will take:

SAC8011: Cultural and Heritage Tourism

Students will then select one of the following:

MCH8502: Management Practices in Museums, Galleries and Heritage Studies

MCH8552: Heritage Processes: global perspectives, practices and politics

Writing for the Cultural Sector pathway

Students must take two of the following:

SEL 8640: The Profession of Writing

MCH8012: Freelancing in Media and Communications

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FIN 8016: Art Writing

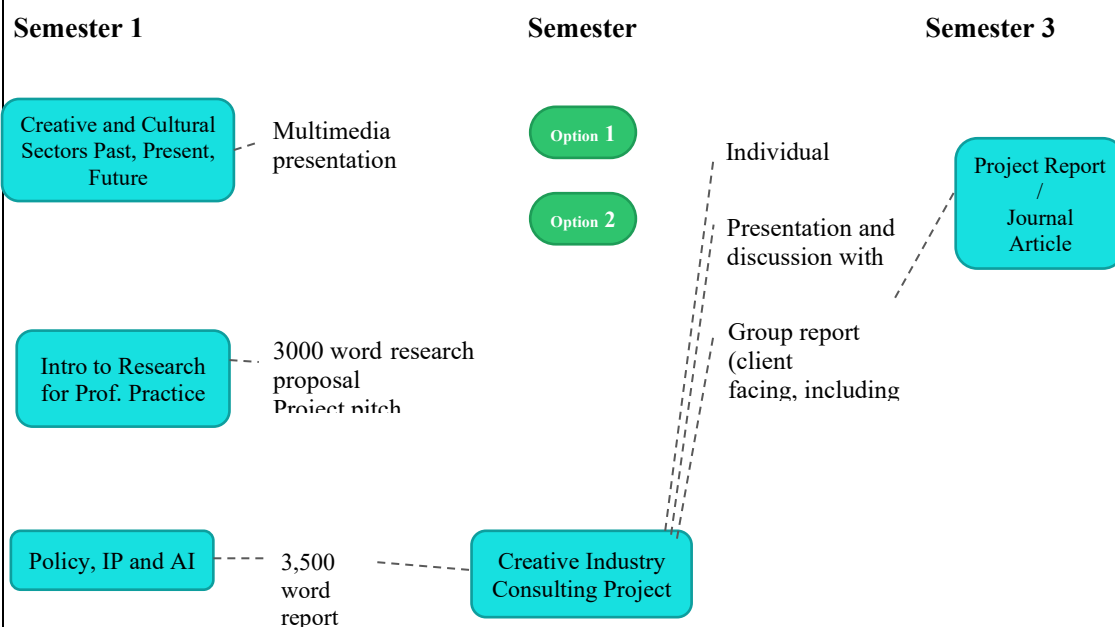
Artificial Intelligence Pathway

Compulsory Semester 2 modules are:

SAC8014: Social Media: Communication, Innovation and Ethics

SAC8010: AI Culture and Society

CCI - Assessment



Key features of the programme (including what makes the programme distinctive)

The MA in Creative and Cultural Industries Management offers a **contemporary education in the modern creative industries, incorporating learning that equips graduates with a versatile set of skills applicable across the creative and cultural sectors**. The School of Arts and Cultures at Newcastle University enjoys a **long tradition of forward-facing education, informed by cutting edge research and practice**. Run in collaboration with triple accredited NUBS, home of the UK's Creative Industries Policy and Evidence Centre, the programme draws upon a wider community of research and practical expertise in the creative industries, music, media, heritage and the arts, allowing students to benefit from a cross-campus network of creativity, innovation and enterprise.

Newcastle University's School of Arts and Cultures is a creative, multidisciplinary School with world-class practitioners and scholars in the fields of Fine Art, Music, Digital Cultures, Film, Curating, Journalism and Media, Cultural Studies, Heritage Management, Museum Studies, and PR. The School of Arts and Cultures sits at the heart of the campus, the centre of which is the magnificent King's Hall, which hosts numerous and varied musical performances throughout the year. The School is also home to the Hatton Gallery, comprising diverse collection of works art from the 14th to the 21st century.

The programme draws on our **extensive connections with local, regional and national professional and industry bodies**, embedding their perspectives within teaching to promote our distinctive approach to combining practice with a deep theoretical understanding of overarching conceptual issues to equip students with the conceptual tools to make meaningful contributions to their field. Our **network of expertise and partners** covers a broad spectrum of music sector roles and interests, from PR and artist management to event promotion, A&R, the charitable and policy roles. The programme also benefits from the internationally recognised research and teaching excellence of the Newcastle University Business School (NUBS) one of the top 1% of business schools globally, holding triple-crown accreditation from AACSB, AMBA, and EQUIS, and extensive industry contacts.

At the heart of the curriculum is an approach that encourages **critical, reflective research, and its application to current issues**. Through workshops, lectures, group work and independent study projects, students develop their skills, networks, employability and capacity to respond flexibly and innovatively to the dynamic and fluid music industries and creative sector. **Professional research and real-world live project-based learning are the key features of this programme**. All modules feed through to and support the final research project where learners work individually to design either a creative industries research project presented as a journal article or respond to a **live research topic set by an external client in the sector**. The work is intellectually informed by leading researchers and industry experts and framed pedagogically by the course team.

Through **our global and intercultural approach**, the research project is designed to allow international learners to apply learning gained in semester 1 and 2 to propose their own project, set if they wish, in their own country although work will be completed in the UK. This is intended to stimulate discussion and reflection on the interconnections, and varieties, of creative industry practice in different business, cultural and regulatory environments, supporting learners to apply course learning to their own cultural context.

Students benefit from substantive theoretical and practical contextualising of the music industries within the Creative and Cultural Industries in conjunction with the music department's **strong connections and cross-learning capacity** within the School of Arts and Cultures. They will be exposed to current and practical perspectives from industry

practitioners and experts and gain direct experience of industry-relevant project planning and skills in network building.

Programme regulations (link to on-line version)

[Programme Regulations 2026-27](#)

13 Support for Student Learning

Generic information regarding University provision is available at the following link.

[Generic Information](#)

14 Methods for evaluating and improving the quality and standards of teaching and learning

Generic information regarding University provision is available at the following link.

[Generic Information](#)

Accreditation reports

Additional mechanisms

15 Regulation of assessment

Generic information regarding University provision is available at the following link.

[Generic Information](#)

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

The University Prospectus: <http://www.ncl.ac.uk/postgraduate/courses/>

Degree Programme and University Regulations:
<http://www.ncl.ac.uk/regulations/docs/>

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.

Mapping of Intended Learning Outcomes onto Curriculum/Modules

All core learning outcomes are covered by compulsory modules.

		Intended Learning Outcomes			
Compulsory modules					
Module	Type	A	B	C	D
SAC8012 Introduction to Research for Professional Practice (20)	Compulsory	2	1,2	2	4
SAC8001 Creative and Cultural Sector: Past, Present, Future (20)	Compulsory	1,3,4,5	2,4	3	1,4
SAC8013 Creative Industries Policy, Intellectual Property and AI (20)	Compulsory	3,4,5	2,4	3	4
EIN8000 Creative Industry Consulting Project (20)	Compulsory	5	1,3,4,5	1,2	1,2,3,4,5
MUS8032 Final Research Project (60)	Compulsory	2	1,3,5	4	3,4
Optional modules and pathways Students will choose an additional 40 Semester 2 credits either in the form of a named 'pathway' or alternatively choose their own bespoke route from the modules listed below					
Music Enterprise pathway – 4200F/P					
MUS8023 Music & the Creative Economy: Concepts and Practices (20)	Optional	1,2,4,5	1,3,4	2,4	3,4
MUS8027 Live Music Events: (20)	Optional	2,5	1,4,5	1,2,3,4	1,2,3,5
Tourism and Heritage pathway – 4201F/P (Students will take the following module)					

SAC8011 Cultural and Heritage Tourism (20)	Optional	1,3,4,5	4		
Students will then choose one of the following options					
MCH8502 Management Practices in Museums, Galleries and Heritage Studies (20)	Optional	2,3,4,5	1,3,4	1	2,3,4,5
MCH8552 Heritage Processes: global perspectives, practices and politics (20)	Optional	3,4	3	2,3	2,3,4
Writing for the Cultural Sector pathway – 4202F/P Students will take one of the following options:					
FIN8016 Art Writing	Optional			3,4	4,5
SEL8640 The Profession of Writing	Optional	3,4,5	4	4	3,4,5
MCH8012 Freelancing in Media and Communications	Optional	2,4,5	1,2,4,5	1,4	1,3,5
Artificial Intelligence pathway – 4203F/P					
SAC8014 Social Media: Communication, Innovation and Ethics	Optional	1,2			
SAC8010 AI Culture and Society	Optional	1,2			
Additional semester 2 options					
MCH8104 Cultures of Data Visualisation	Optional		1	2,3,4	1

MCH8169 Digital communication for cultural institutions and organisations	Optional	1,4	1,2,3,4	1,2,3,4	1,3,4
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