BA (Hons) Arts Management
Programme Specification

Awarding Institution:
University of London (Interim Exit Awards made by Goldsmiths' College)
Teaching Institution: Goldsmiths, University of London
Final Award: Bachelor of Arts (BA)
Programme Name: BA (Hons) Arts Management
Total credit value for programme: 360
Name of Interim Exit Award(s):
Certificate of Higher Education in Arts Management
Diploma of Higher Education in Arts Management
Duration of Programme: 3 years
UCAS Code(s): N2V3
HECoS Code(s): (100811) Creative Management
QAA Benchmark Group: N/A
FHEQ Level of Award: Level 6
Programme accredited by: Not applicable
Date Programme Specification last updated/approved: May 2024
Home Department: Institute for Creative and Cultural Entrepreneurship (ICCE)
Department(s) which will also be involved in teaching part of the programme: n/a

Programme overview

The BA (Hons) Arts Management (BAAM) programme aims to equip you for working life in the arts and culture arena, with a specific focus on management in the arts. Our degree will prepare you for a career in this important and expanding sector of the global creative economy. You will develop a powerful combination of theoretical insights and management-practice skills that will lead to success in this sector. On this exciting programme, you'll learn how to understand arts and creative organisations, from small community endeavours through to internationally renowned, flagship organisations. You will prepare for a career in this fascinating area, with skills to manage and run organisations in the arts and cultural sectors – from museums, galleries, theatres, dance, and live music venues, through to festivals and cultural centres. You'll explore audience development, events planning, budgeting, and fundraising and other key arts management skills through academic and professional practice modules, talks from experts, and visits to cultural organisations. You

will also learn about arts and cultural theory, and you will choose from a range of optional modules to broaden and deepen your understanding of arts, creative industries, and cultural theory. You'll get the chance to learn directly from arts organisations and cultural businesses, through visits and talks, as well as a direct professional practice experience in your second year. In your final year, you will choose to seek a work placement or to co- organise and run an event as part of your studies. With the wide range of skills you'll develop, you'll graduate with excellent potential for a career in the arts and culture sector.

The BA Arts Management Programme is uniquely suited to prepare you for a career in arts management. The programme is run by Goldsmiths' Institute for Creative and Cultural Entrepreneurship (ICCE), a department with decades of teaching experience in arts administration and entrepreneurship in arts and culture. The expertise of ICCE staff, the network of employed graduates, and departmental links with over 100 cultural organisations (our 'Partners in Learning') combine synergistically to offer you a leading-edge and effective programme of study at the BA level. We are proud to use London as our classroom, giving you unrivalled access to a diverse range of cultural organisations.

The programme strikes a balance between theories associated with arts management and the practical demands of work in the sector. As a result, your first year will blend approaches to digital literacy and visual methods with applied knowledge of arts and events management. This will be complimented by an overview of business models for arts and cultural provision in London and an introduction to fundraising and is supported by Goldsmiths' Connected Curriculum.

In second year, your knowledge is developed by focusing on artistic and cultural businesses. You will also explore crucial questions associated with audiences. Concurrently, you will take a group professional practice module, which will offer you a supported work experience in professional practice and set the groundwork in preparation for your third-year professional practice project. In the second year, you will study cultural policy and theory and research on the production, distribution, and consumption of the arts. You will choose 30 credits of options from a range of modules offered by ICCE, and can opt to take modules from outside ICCE via Goldsmiths Electives and Goldsmiths Project.

The third year focuses on the dissertation and professional practice project. These modules give you the opportunity to explore issues and questions which you find particularly compelling, allowing you to specialise. Both the dissertation and the professional practice project involve significant independent work, which will hone your skills and provide evidence to employers, and to yourself, of your significant achievements. Both modules contain a taught component, which provides you with support, as will your dissertation and professional practice supervisors, who will offer individualised support. You will also choose 30 credits of options from ICCE allowing you to gain a deeper understanding of an area of arts management practice or theory.

You will also benefit by the programme's local context: Goldsmiths' exciting cultural opportunities, stimulating campus life, and its setting in London, a globally leading cultural and creative city, make this the perfect place to study arts management.

Aims of the programme

The arts and cultural sectors are among the quickest-growing sectors in the UK and world-wide, as they rebound after the pandemic. The arts are more important than ever, as society grapples with problems such as war and conflict, the climate emergency, racial justice, and rising inequality, among others. The arts often radically articulate with these present and pressing contemporary issues, perhaps offering creative solutions. Arts management necessarily encompasses the extension of the creative offer into the social. Consequently, as a BAAM student, you will find opportunities to consider these issues during your studies, enabling you to contribute positively to society.

There is a clear labour-market demand for people with the management skills to support the arts and cultural sectors, both domestically and abroad. Therefore, with respect to the area of study and the skill sets imparted, the BA (Hons) Arts Management Programme will be of interest to you if you wish to be part of this vibrant and growing sector, and to work professionally and creatively to support artistic activity in a variety of artistic disciplines and cultural/creative industries. Furthermore, London and the UK are internationally recognised as world-leading in the creative sector, and Goldsmiths' Institute of Creative and Cultural Entrepreneurship (ICCE) has a proven track record in educating successful arts administrators from across the globe; consequently, the programme will appeal to you if you are excited by a vibrant, international scene, whether you hail from the UK, the EU, or overseas countries.

The BA (Hons) Arts Management Programme aims to:

- Equip you for working life in the arts and cultural arena, with a specific focus on working in and managing the arts.
- Develop your understanding of the arts and of the cultural industries, their management and organisation, and their place in society.
- Improve your capacity to think critically about the arts and arts management.
- To enable use to use a range of analytical tools and techniques in order to manage events and artistic/cultural businesses.
- Enhance your communicative, analytical, and organisational skills and the confidence and knowledge to apply them in your career after graduation.
- To equip you to become an effective global citizen.
- Meet a clear need for arts managers in the UK and global creative economy.

Programme entry requirements

A-level: BBB BTEC: DDM
IB: 33 points including three HL subjects at 655
Access: Pass with 45 Level 3 credits including 30 Distinctions and a number of merits/passes
Scottish qualifications: BBBBC (Higher), BBC (Advanced Higher)
European Baccalaureate: 75%
Irish Leaving Certificate: H2, H2, H2, H2

For overseas students: IELTS 6.0 (with a minimum of 6.0 in the written test and no individual test lower than 5.5)

Programme learning outcomes

A typical candidate leaving with a **Certificate of Higher Education in Arts Management (**120 credits, normally after one year of study, in situations in which a student cannot complete the BA or a Diploma) will have achieved the following learning outcomes:

Knowledge and understanding (Certificate)

Code	Learning outcome	Taught by the following module(s)
A1	Demonstrate a basic knowledge of concepts of arts and culture and their place in society.	IC51005A: Arts in London IC51006A: Visual Culture
A2	Show a basic understanding of arts management tools.	IC51005A: Arts in London IC51008A: Principles of Arts Management IC51003C Events Management IC51007A: Fundraising in the Arts
A3	Demonstrate a basic appreciation for interdisciplinary study and the ability to connect study to professional aspirations.	CC51001A Identity, Agency and Environment 1 CC51002A Identity, Agency and Environment 2
A4	Articulate a basic understanding of research methods.	IC51006A: Visual Culture CC51002A Identity, Agency and Environment 2

Cognitive and thinking skills (Certificate)

Code	Learning outcome	Taught by the following module(s)
B1	Present course material clearly using the appropriate voice, with the support of the lectures and readings.	IC51005A: Arts in London IC51008A: Principles of Arts Management IC51009A: Digital Cultures, Digital Literacies CC50001A Identity, Agency and Environment 1 IC51003C Events Management IC51007A: Fundraising in the Arts IC51006A: Visual Culture CC50002A Identity, Agency and Environment 2
B2	Prepare to write academic essays and revise and sit unseen exams, drawing on a range of sources, in order to demonstrate understanding and basic evaluation and synthesis of materials.	CC50001A Identity, Agency and Environment 1 IC51003C Events Management
B3	Connect concepts to data at a basic level	IC51006A: Visual Culture CC50002A Identity, Agency and Environment 2 Cultural, Social, Financial, Critical IC51007A: Fundraising in the Arts
B4	Reflect on personal development in academic and professional practice aspects of the programme	IC51008A: Principles of Arts Management IC51003C Events Management CC50001A Identity, Agency and Environment 1 CC50002A Identity, Agency and Environment 2

Subject specific skills and professional behaviours and attitudes
(Certificate)

Code	Learning outcome	Taught by the following module(s)
C1	Apply arts and events management and management tools to case studies, with support.	IC51005A: Arts in London IC51008A: Principles of Arts Management IC51003C Events Management IC51007A: Fundraising in the Arts
C2	Access learning materials from the library and electronic resources.	IC51005A: Arts in London IC51009A: Digital Cultures, Digital Literacies IC51006A: Visual Culture

Transferable skills (Elements) (Certificate)

Code	Learning outcome	Taught by the following module(s)
D1	Demonstrate computer literacy such as the use of spreadsheets in budgeting and study skills including meeting deadlines and finding information in the library and online.	IC51009A: Digital Cultures, Digital Literacies IC51008A: Principles of Arts Management IC51003C Events Management IC51005A: Arts in London IC51007A: Fundraising in the Arts
D2	Demonstrate competence in written and oral communication by communicating the results of your work accurately and reliably, properly referenced, and with structured and coherent arguments.	IC51005A: Arts in London CC50001A Identity, Agency and Environment 1 IC51006A: Visual Culture CC50002A Identity, Agency and Environment 2

A typical candidate leaving with a **Diploma of Higher Education in Arts Management** (240 credits, normally after two years of study, in situations in which a student cannot complete the BA) will have achieved the following learning outcomes:

Knowledge and understanding (Diploma)

Code	Learning outcome	Taught by the following module(s)
A1	Demonstrate a detailed knowledge of arts and culture and their place in society.	IC51005A: Arts in London IC51006A: Visual Culture IC52021A: Contemporary Arts and Cultural Theory IC52252A: Cultural Policy in the Arts
A2	Show a clear understanding of arts management tools, as applied to events and cultural organisations.	IC51005A: Arts in London IC51008A: Principles of Arts Management IC51003C Events Management IC51007A: Fundraising in the Arts IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses
A3	Demonstrate an appreciation for the links between, on the one hand, social science/managerial research and theory and, on the other, the practical situations an arts manager may face in the field.	IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses
A4	Articulate a clear understanding of a range of research methods.	IC51006A: Visual Culture IC52016C: The Audience in Theory and Practice
A5	Demonstrate a growing appreciation for interdisciplinary study or a deepening appreciation of a particular area within the arts or a broadening appreciation of several specific areas within the arts.	CC50001A Identity, Agency and Environment 1 CC50002A Identity, Agency and Environment 2

Code	Learning outcome	Taught by the following module(s)
		IC52021A: Contemporary Arts and Cultural Theory
		L5 elective modules

Cognitive and thinking skills (Diploma)

Code	Learning outcome	Taught by the following module(s)
B1	Organise, synthesise and evaluate assigned and independently sourced materials to make coherent arguments about materials.	IC51005A: Arts in London IC51008A: Principles of Arts Management IC51009A: Digital Cultures, Digital Literacies CC50001A Identity, Agency and Environment 1 IC51003C Events Management IC51007A: Fundraising in the Arts CC50002A Identity, Agency and Environment 2 IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52021A: Contemporary Arts and Cultural Theory IC52252A: Cultural Policy in the Arts
B2	Connect concepts to data in a sophisticated manner	IC51006A: Visual Culture CC50002A Identity, Agency and Environment 2 IC51007A: Fundraising in the Arts IC52016C: The Audience in Theory and Practice
B3	Critically evaluate competing perspectives in arts management.	IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses

Code	Learning outcome	Taught by the following module(s)
		IC52016C: The Audience in Theory and Practice
B4	Choose among different tools and techniques and identify appropriate interventions to solve practical problems.	IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses IC52016C: The Audience in Theory and Practice
B5	Reflect on personal development in academic and professional practice aspects of the programme with increasing levels of insight.	IC51008A: Principles of Arts Management IC51003C Events Management CC50001A Identity, Agency and Environment 1 CC50002A Identity, Agency and Environment 2 IC52016C: The Audience in Theory and Practice

Subject specific skills and professional behaviours and attitudes
(Diploma)

Code	Learning outcome	Taught by the following module(s)
C1	Apply arts management tools to case studies and be able to use them practical situations with the support and advice of tutors and peers.	IC51005A: Arts in London IC51008A: Principles of Arts Management IC51003C Events Management IC51007A: Fundraising in the Arts IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses

Code	Learning outcome	Taught by the following module(s)
C2	Seek, collect, and interrogate information and data from a wide variety of sources, in self-directed study going beyond materials provided by the modules.	IC51005A: Arts in London IC51009A: Digital Cultures, Digital Literacies IC51006A: Visual Culture CC50001A Identity, Agency and Environment 1 CC50002A Identity, Agency and Environment 2 IC52021A: Contemporary Arts and Cultural Theory IC52252A: Cultural Policy in the Arts IC52016C: The Audience in Theory and Practice
C3	Undertake basic independent research, with support.	IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52021A: Contemporary Arts and Cultural Theory IC52019B: Professional Practice in Arts Organisations and Cultural Businesses IC52252A: Cultural Policy in the Arts

Transferable skills (Elements) (Diploma)

Code	Learning outcome	Taught by the following module(s)
D1	Manage competing priorities and grasp time-management.	IC51009A: Digital Cultures, Digital Literacies IC51008A: Principles of Arts Management IC51003C Events Management IC51005A: Arts in London IC51007A: Fundraising in the Arts CC50001A Identity, Agency and Environment 1 CC50002A Identity, Agency and Environment 2

Code	Learning outcome	Taught by the following module(s)
		IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses
D2	Write and speak clearly.	IC51005A: Arts in London CC50001A Identity, Agency and Environment 1 IC51006A: Visual Culture CC50002A Identity, Agency and Environment 2 IC52021A: Contemporary Arts and Cultural Theory IC52016C: The Audience in Theory and Practice IC52252A: Cultural Policy in the Arts
D3	Work well in teams and be ready to develop professional working relationships.	IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses IC52252A: Cultural Policy in the Arts

At the end of the three-year programme, comprised of 360 credits, a typical candidate for the **BA (Hons) Arts Management** will have achieved these learning outcomes:

Knowledge and understanding (Bachelor of Arts)

Code	Learning outcome	Taught by the following module(s)
A1	Demonstrate a nuanced and critical knowledge of arts and culture and their place in society.	IC51005A: Arts in London IC51006A: Visual Culture

Code	Learning outcome	Taught by the following module(s)
		IC52021A: Contemporary Arts and Cultural Theory IC52252A: Cultural Policy in the Arts IC53259C Dissertation
A2	Show a sophisticated and fluent understanding of the full range of arts management tools, and the situations in which they are deployed.	IC51005A: Arts in London IC51008A: Principles of Arts Management IC51003C Events Management IC51007A: Fundraising in the Arts IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses IC53258A: Professional Practice Project
A3	Demonstrate a rich and intricate appreciation for how social science/managerial research and theory can illuminate practical situations an arts manager may face in the field.	IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC53259C Dissertation IC53258A: Professional Practice Project
A4	Articulate a full understanding of a range of research methods and advanced, detailed, analytical understanding of one particular method.	IC51006A: Visual Culture IC52016C: The Audience in Theory and Practice IC53259C Dissertation
A5	Demonstrate an advanced appreciation for interdisciplinary study or a profound appreciation of a particular area within	CC50001A Identity, Agency and Environment 1

Code	Learning outcome	Taught by the following module(s)
	the arts or a wide-ranging appreciation of several specific areas within the arts.	CC50002A Identity, Agency and Environment 2 IC52021A: Contemporary Arts and Cultural Theory L5 elective modules L6 elective modules

Cognitive and thinking skills (Bachelor of Arts)

Code	Learning outcome	Taught by the following module(s)
B1	Analyse, critically assess, and synthesise publications and empirical evidence to make sophisticated, coherent, and considered arguments about complex materials.	IC51005A: Arts in London IC51008A: Principles of Arts Management IC51009A: Digital Cultures, Digital Literacies IC51003C Events Management IC51007A: Fundraising in the Arts CC50001A Identity, Agency and Environment 1 IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52021A: Contemporary Arts and Cultural Theory IC52252A: Cultural Policy in the Arts IC53259C Dissertation
B2	Connect independently researched concepts to independently collected data in a sophisticated manner	IC51006A: Visual Culture CC50002A Identity, Agency and Environment 2

Code	Learning outcome	Taught by the following module(s)
		IC51007A: Fundraising in the Arts IC52016C: The Audience in Theory and Practice IC53259C Dissertation
B3	Critically evaluate and adjudicate competing perspectives in arts management, in ambiguous situations where a single, correct answer does not exist.	IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses IC52016C: The Audience in Theory and Practice IC53259C Dissertation IC53258A: Professional Practice Project
B4	Actively use theory to inform innovative practice.	IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses IC52016C: The Audience in Theory and Practice IC53258A: Professional Practice Project
B5	Reflect on self-development and your own learning, contributing to a consideration of your goals for the future.	IC51008A: Principles of Arts Management IC51003C Events Management CC50001A Identity, Agency and Environment 1 CC50002A Identity, Agency and Environment 2 IC52016C: The Audience in Theory and Practice

Code	Learning outcome	Taught by the following module(s)
		IC53259C Dissertation IC53258A: Professional Practice Project

Subject specific skills and professional behaviours and attitudes
(Bachelor of Arts)

Code	Learning outcome	Taught by the following module(s)
C1	Choose appropriate arts management tools and use them, independently, in practical situations.	IC51005A: Arts in London IC51008A: Principles of Arts Management IC51003C Events Management IC51007A: Fundraising in the Arts IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses IC53258A: Professional Practice Project
C2	Critically engage with complex primary and secondary sources, in self-directed study, to produce lucid, evidence- based arguments.	IC51005A: Arts in London IC51009A: Digital Cultures, Digital Literacies IC51006A: Visual Culture CC50001A Identity, Agency and Environment 1 IC52021A: Contemporary Arts and Cultural Theory IC52252A: Cultural Policy in the Arts IC52016C: The Audience in Theory and Practice IC53259C Dissertation

Code	Learning outcome	Taught by the following module(s)
C3	Work autonomously on research and practice, producing professional-quality reports.	IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52021A: Contemporary Arts and Cultural Theory IC52019B: Professional Practice in Arts Organisations and Cultural Businesses IC52252A: Cultural Policy in the Arts IC53258A: Professional Practice Project IC53259C Dissertation
C4	Independently identify problems or issues central to arts management and to specific organisations or events and develop strategies to address the issues or problems.	IC53258A: Professional Practice Project IC53259C Dissertation

Transferable skills (Elements) (Bachelor of Arts)

Code	Learning outcome	Taught by the following module(s)
D1	Manage competing priorities, plan and execute a schedule, independently working to high standards and meeting deadlines under pressure.	IC51009A: Digital Cultures, Digital Literacies IC51008A: Principles of Arts Management IC51003C Events Management IC51005A: Arts in London IC51007A: Fundraising in the Arts CC50002A Identity, Agency and Environment 2 IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses

Code	Learning outcome	Taught by the following module(s)
		IC53258A: Professional Practice Project IC53259C Dissertation
D2	Write and speak clearly, confidently, and persuasively, putting forward original ideas coherently and succinctly.	IC51005A: Arts in London CC50001A Identity, Agency and Environment 1 IC51006A: Visual Culture CC50002A Identity, Agency and Environment 2 IC52021A: Contemporary Arts and Cultural Theory IC52016C: The Audience in Theory and Practice IC52252A: Cultural Policy in the Arts IC53259C Dissertation IC53258A: Professional Practice Project
D3	Work effectively in teams and develop positive professional working relationships.	IC52016C: The Audience in Theory and Practice IC52018B: Managing Arts Organisations and Cultural Businesses IC52019B: Professional Practice in Arts Organisations and Cultural Businesses IC52252A: Cultural Policy in the Arts IC53258A: Professional Practice Project
D4	Identify and solve problems based on enhanced research skills.	IC53259C Dissertation IC53258A: Professional Practice Project

Marking criteria

Mark	Descriptor	Specific Marking Criteria
80-100%	1st: First (Exceptional)	Work assigned a high First Class mark is likely to: - Address the topic in an explicit manner, demonstrating a breadth and depth of substantive knowledge that is exceptional and informed by the highest level of scholarship. - Have an exceptional, sophisticated, and original line of argument achieving the highest level of compelling, coherent and concise argument attainable within the level of study. - Give wide-ranging and appropriate evidence to support claims, with exceptional integration of a full range of appropriate principles, theories, evidence and techniques. - Have a logical, clear and well-defined structure, which is elegantly expressed, and which may suggest a level of publishable work. At minimum, an exceptional first class piece of work needs to answer the question or address the issue concerned with a highly original, critical argument or go well beyond the standard expectations of the assignment, be exceptionally well-written (or, for verbal material, exceptionally conveyed) and well-constructed, and, crucially, show evidence of significant independent reading and thinking at an extraordinarily high standard. At the upper levels of the exceptional first class mark, the work may be publishable or have achieved a quality on par with the highest quality professional work.

Mark	Descriptor	Specific Marking Criteria
70-79%	1st: First (Excellent)	Work assigned a First Class mark is likely to: 1. Address the topic in an explicit manner, demonstrating a depth of substantive knowledge that is comprehensive, accurate, and relevant, with an awareness of advanced scholarship. 2. Have an excellent or original line of argument, which is easily followed and is coherent, concise and frequently compelling. 3. Give wide-ranging and appropriate evidence to support claims, with excellent integration of a significant range of appropriate principles, theories, evidence and techniques. 4. Have a logical, clear and well-defined structure, and be clearly and concisely written (or spoken, for presentations). At minimum, a first class piece of work needs to answer the question with an excellent level of understanding or to go beyond the standard expectation of the assignment, be well-

Mark	Descriptor	Specific Marking Criteria
		constructed, and, crucially, show evidence of independent reading and thinking, with arguments that are often original, innovative or insightful. The particularly important qualities are those concerned with structure, argument and evidence.
60-69%	2.1: Upper Second (Very good)	Work awarded an upper second mark is likely to: 1. Address the topic or answer question, demonstrating a breadth and depth of substantive knowledge that is comprehensive and accurate. 2. Have a good quality line of argument, demonstrating some good insight into the material. 3. Support claims by reference to relevant literature, presenting relationships between statements that are generally easy to follow, with a good integration of a range of appropriate principles, theories, evidence and techniques. 4. Have a logical structure and be reasonably clearly written (or presented) throughout. At minimum, an upper second class piece of work must answer the question or address the issue concerned, be clearly written (or spoken), and show signs that the student has read beyond the basic source material. A high upper second will in addition be likely to have a clearer structure, a stronger line of argument, and draw on a broader range of material.
50-59%	2.2: Lower Second (Good)	Work awarded a lower second class mark is likely to: 1. Present relevant material, but perhaps without using it to address the question or issue in a precise way, demonstrating an adequate breadth and depth of substantive knowledge but with only a few errors or omissions. 2. Have an adequate line of argument, which may be weak at points, with an adequate understanding of a range of appropriate principles, theories, evidence and techniques, perhaps presenting relationships between statements that are sometimes difficult to recognise, but demonstrating some ability to engage with the material. 3. Tend to make claims with some, but not sufficient, supporting evidence or a repetition of, rather than a critical engagement with, more limited sources

Mark	Descriptor	Specific Marking Criteria
		4. Have a structure, but one that is rather vague and/or illogical, with some errors in spelling and grammar (or less confidently presented, with gaps or repetition, for presentations). At minimum, a lower second class piece of work must show that the student has a fair knowledge of the basic material relating to the question or issue concerned. Higher marks within this category will be awarded according to how accurately the material is handled, the relevance of the material that is presented, and the clarity of the writing (or speaking). Thus a good lower second is likely to reproduce with reasonable accuracy material that is relevant to the essay topic or question and to structure that material clearly; it is principally distinguished from an upper second by not going beyond what was presented in lectures or what is available in recommended reading, or it contains minor errors and omissions.
40-49%	3rd: Third (Pass)	Work awarded a third class mark is likely to: 1. Address the topic or question by reproducing material that is only partly relevant, demonstrating an incomplete breadth and depth of substantive knowledge, with some errors or omissions. 2. Have an inadequate line of argument, perhaps failing to link concepts or presenting relationships between statements that are difficult to recognise, with a limited or underdeveloped critical engagement with the material. 3. Make poor use of evidence to support most claims, with a limited attention paid to the quality, range and appropriateness of sources used, or vaguely informed opinion-led work which lacks an evidence base. 4. Have an unclear, limited or illogical structure or framework with limited coherence and clarity, and which may also suffer from infelicities of style and grammar or be sloppily presented (either in written or spoken form, as appropriate to the assignment). At minimum, a third class piece of work must contain some relevant material. Typically, this means providing a clear indication that the appropriate lectures have been attended, and/or some recommended reading has been read; however, the reproduction of this material is either scanty or inaccurate. A high third is likely to reproduce this material

		with fewer inaccuracies, but still lack structure, argument and evidential support.

Mark	Descriptor	Specific Marking Criteria
25-39%	Fail	Work given a fail mark is likely to: 1. Fail to address the topic or answer the question, with little relevant knowledge which is minimal in its breadth and depth, with major errors or omissions. 2. Lack a line of argument, demonstrating confusion, incoherence and a lack critical engagement. 3. Fail to use evidence to support claims that are made and fail repeatedly to relate statements to each other. 4. Lack a structure or framework and poorly written and presented. A fail mark represents an overall failure to achieve the learning outcomes of the module. Marks in this band (25-39%) might be awarded to an answer that contains some indication that the student can recall having heard or read something relevant to the question.
10-24%	Bad fail	Work given a bad fail mark is likely to: 1. Fail to address the topic or answer the question, demonstrating mainly ignorance of the subject matter by presenting information of minimal or no relevance, with little or no awareness of appropriate principles, theories, evidence and techniques. 2. Lack a line of argument, perhaps presenting a string of irrelevant observations with minimal to no engagement with appropriate materials. 3. Completely fail to use any evidence to support claims that are made, perhaps drawing on ill-informed opinion. 4. Lack a structure or framework, poorly written and presented. A bad fail represents a significant failure to achieve learning outcomes but is deemed a valid attempt. Marks in this band (10-24%) might be awarded to an answer that shows that the student has attended the relevant module, even if there is little in the answer that is of direct relevance to the question.

Mark	Descriptor	Specific Marking Criteria
1-9%	Very bad fail	A very bad fail represents work that does not in any way attempt to address the topic or question. Such work is deemed a non-valid attempt and will require resubmission.
0%	Non submission or plagiarised	0% is a non-submission or the mark normally given to a plagiarised assessment.

Mode of study

This programme is delivered on-campus, complemented with off-site visits and a small component of blended learning. Most compulsory modules are taught on-campus. One compulsory 'digital-first' module is required in the first year, which involves a pre-recorded lecture and a live, online seminar. Some optional modules may also involve blended learning. Many compulsory modules involve in-person, off-campus visits to cultural organisations or settings. Guest speakers may speak live on-campus or may join in an online format by video-link.

Programme structure

The programme is designed to build your skills and confidence in both the academic and the practice sides of arts management. The first year provides a carefully curated suite of compulsory modules that build a solid foundation in theory, research methods, and professional practice. The second year builds on this foundation, offering academic and vocational skills around a core of compulsory modules with 30 credits of optional modules that link with Goldsmiths Connected Curriculum. The final year provides a capstone experience, with two intensive modules that emphasise both academic/research skills and professional practice skills and a choice of optional modules from within ICCE worth 30 credits.

Academic year of study 1

Module Name	Module Code	Credits	Level	Module Type	Term
Principles of Arts Management	IC51008A	15	4	Compulsory	1
Digital Cultures, Digital Literacies	IC51009A	15	4	Compulsory	1
Arts in London	IC51005A	15	4	Compulsory	1
Identity, Agency and Environment 1	CC50002A	15	4	Compulsory	1
Fundraising in the Arts	IC51007A	15	4	Compulsory	2
Visual Culture	IC51006A	15	4	Compulsory	2
Events Management	IC51003C	15	4	Compulsory	2
Identity, Agency and Environment 2	CC50002A	15	4	Compulsory	2

Academic year of study 2

Module Name	Module Code	Credits	Level	Module Type	Term
The Audience in Theory and Practice	IC52016B	30	5	Compulsory	1-2
Contemporary Arts and Cultural Theory	IC52021A	15	5	Compulsory	1
Managing Arts Organisations and Cultural Businesses	IC52018B	15	5	Compulsory	1
Professional Practice in Arts Organisations and Cultural Businesses	IC52019B	15	5	Compulsory	2
Cultural Policy in the Arts	IC52252A	15	5	Compulsory	2
Optional modules to the value of 30 Credits[1]	Various	30	5	Optional	1-2

[1] Optional modules in the second year may include the Goldsmiths Elective in autumn term (choose from a range of options, subject to timetable) and the Goldsmiths Social Change Module in spring term, or may be chosen from a list of 15 and 30-credit optional modules provided by the department.

Academic year of study 3

Module Name	Module Code	Credits	Level	Module Type	Term
Dissertation (BA Arts Management)	IC53259C	45	6	Compulsory	1-2
Professional Practice Project	IC53258A	45	6	Compulsory	1-3
Optional modules to the value of 30 Credits	Various	30	6	Optional	1-2

Academic support

Additional academic support is carried out through the department's personal and senior tutoring system. In summary, personal tutoring in the department aims to enable students to achieve successful learning outcomes by supporting their academic progression and helping them navigate their individual learning journey from induction to graduation. All students are assigned a personal tutor during their period of study at Goldsmiths. Personal tutors will be expected to meet students at least once a term to discuss academic progression. They will be able to advise them on academic progression and on other matters, including personal development, employability and career planning.

Personal tutors are supported in their roles by a system of Senior Tutors. Amongst other things, Senior Tutors are responsible for considering and implementing any student and staff Personal Tutor change requests.

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.

Placement opportunities

This programme offers a guaranteed work experience and the opportunity to undertake a placement as part of your studies, should you wish. In the second year, you undertake a guaranteed work experience of 30 hours with a professional arts organisation. Using a practical case study exercise and the knowledge derived from previous modules, you will understand how to develop a project in a real-world environment. Assessment is based on a project report and a comparative analysis of the work experience organisation with that of one with your peers.

In your final year, you can choose to complete a work placement in the compulsory Professional Practice Project module. (Instead of a placement, you might also choose to organise an arts event or carry out an extended case study project.) This 45-credit module is taught over two terms and practical projects comprise of 140 hours of work evidenced by confirmation from the hosting organisation (or in the case of extended projects and events, appendices included in the final report). The first term consists of a series of lectures and workshops including areas such as *curriculum vitae* preparation, working in partnership, and project management to give you the skills and expertise you need to secure an appropriate placement or develop and run your own project. In the second term, you will be working with your placement organisation or engaged in the planning for your event or extended project. You will be assessed by a reflective report that analyses your professional development through the project and a final project report that evaluates the aims and objectives against the final outcomes within the context of a theoretical review.

In addition to the curriculum-based work-experience and placement opportunities, many students on the programme choose to find their own, additional placements, either outside of their academic work during term or during the vacation periods.

Employability and potential career opportunities

The BA Arts Management puts you in a strong position for employability, as it provides you with the knowledge base cognitive, professional and transferable skills that employers seek.

Your undergraduate programme is taught with the input of international, regional, and London-based cultural organisations, so you will gain direct experience of professional practice, through guest lectures, site visits, placements and group/individual practical projects. These activities will provide you with crucial skills, relevant experience and professional contacts which will give you a significant advantage in the culture and creative sector after graduation.

Your department, ICCE, has significant experience in the creative and cultural industries. Our database of current and previous hosting organisations, links with undergraduate alumni, lecturers with decades of professional experience in a wide area of arts management, and embeddedness in industry networks provide invaluable resources to the BA Arts Management Programme.

ICCE is guided by an advisory panel, which is comprised of policy makers, business people and academics with hands-on experience of the cultural and creative sectors. Furthermore, ICCE have over 100 Partners in Learning including well-known cultural organisations in a variety of disciplines, cultural businesses, government agencies and charities, from London and beyond, which have provided guest speakers, site visits or placement opportunities on ICCE programmes (see http://www.gold.ac.uk/icce/partnersinlearning/).

In addition to the resources provided by your programme and by ICCE, Goldsmiths' Careers Services offer significant support as you pursue your career, with general support in such areas as preparing a CV and interview skills, as well as bespoke events that work in partnership with your degree programme.

The programme's full Employability Statement is available here

Programme-specific requirements

None.

Tuition fee costs

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

Specific programme costs

The programme uses the cultural resources of London, so students will occasionally be expected to travel to other parts of the city, which may incur costs for public transportation. Some coursework is based on independent visits to cultural events, performances, or exhibitions. Some of these may be ticketed (in which case, students must purchase a ticket themselves), but there is always an option to attend and write about cultural offers that have free admission. There is no detriment to students for choosing non-ticketed options.