

COURSE SPECIFICATION DOCUMENT

Academic School / Department:	Richmond Business School
Programme:	Master of Business Administration
FHEQ Level:	7
Course Title:	Managing the Creative Industries
Course Code:	MGT 7107
Total Hours:	200 (standard 4 credit MA course)
Timetabled Hours:	39
Guided Learning Hours:	21
Independent Learning Hours:	140
Credits:	20 UK CATS credits 10 ECTS credits 4 US credits

Course Description:

This course dives deep into the diverse world of creative industries, equipping students with the tools and confidence to navigate its exciting vocational pathways. Students develop essential skills in business management and leadership in areas such as film, animation, social media, and the arts. The course connects theory with real-world experience. Students engage with industry leaders such as film producers and art market experts, learning through guest lectures, visits to London's vibrant arts scene, and project-based learning. Students will master the business side of creativity. Students will apply strategic planning, marketing, and communication skills applicable to diverse arts disciplines, equipping them to excel in a wide range of professional settings. The course nurtures creative vision through personalized mentorship, practical projects, and a supportive community.

Prerequisites:

N/A

Aims and Objectives:

This course aims to equip students with the practical skills and a level of theoretical knowledge necessary for working in the creative industries. Classes will cover issues related to leadership and management skills — planning, organising, staffing,

supervision and controlling — necessary to facilitate the production and presentation of visual arts to audiences and clients. The course will also give students an understanding of the structure of creative industries policy in the UK and the USA, as well as on an international level. Students' knowledge of roles and specialisms within industry will be developed through transferable skills (written and oral) through group discussion, group projects, presentations, and research papers based upon a critical understanding of these concerns.

Programme Outcomes:

MBA:

A1, A2, A5

B1, B2, B3, B4, B5

C1, C2, C3, C4

D1, D5

A detailed list of the programme outcomes is found in the Programme Specification. This is maintained by Registry and located at: <https://www.richmond.ac.uk/programme-and-course-specifications/specifications/>

Learning Outcomes:

By the end of this course, successful students should be able to:

- Demonstrate a critical knowledge of professional practice in the arts and creative industries.
- Demonstrate professional presentation skills including verbal visual analysis, communicated clearly to specialist and non-specialist audiences.
- Deploy the skills and experience required to work in the arts and creative industries .
- Demonstrate a comprehensive understanding of arts management and marketing in a variety of international contexts.
- Show excellent writing skills including logical and structured narratives and arguments supported by relevant primary and secondary evidence
- Critically evaluate different funding and cultural policies, as well as operational methodologies.

Indicative Content:

- Role Specialisms in Industry
- Career Portfolio Compilation and Creative Pitching
- Production Methods
- Professional Practice Skillsets
- Curatorial and management skills (practical and theoretical)
- Non-for profit sector; commercial galleries; auction houses; artfairs

- Arts policy in the UK and US
- Art market research (tools and databases)
- Marketing and PR for the arts
- The educative, social and regenerative potential of the arts
- Art institutions and community engagement
- Cultural diversity in the arts
- The international art market and globalisation
- SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis
- Fund-raising for the arts
- Budgeting and financial control
- Strategic planning
- Management and organisational structure and governance
- Critical engagement with texts and objects

Assessment:

This course conforms to the Richmond University Standard Level 7 Assessment Norms approved at Academic Board and are located at

<https://www.richmond.ac.uk/university-policies/policies/>

Teaching Methodology:

The course will consist of lectures and discussion led seminars, which will be based on assigned readings. Audio-visual aids and study materials will be used as appropriate. Students will be expected to participate regularly in discussions, as the formulation of their own thoughts and clarification of their assumptions, often in contradiction to other students' thoughts and assumptions, form a crucial part of the learning process. The course establishes a framework for intellectual engagement and as a forum in which students can hone their analytical skills in the context of discussion and debate. A significant aspect of the course will be attendance of the Industry and Professional Guest Speaker Series during seminars. It is essential that students attend these sessions, and come prepared with questions, as many of the ideas and experience shared in class will closely inform the assessment.

Indicative Text(s):

- Abbott, S. (2005) *Fine Art Publicity: The Complete Guide for Galleries and Artists*. New York: Allworth Press.
- Baverstock, A. *How to Get a Job in a Museum or Art Gallery* (London, A&C Black, 2010).
- Bishop, C. *Radical Museology* (Koenig Books, London, 2014).
- Brindle, M. and De Vereaux, C. *The Arts Management Handbook: New Directions for Students and Practitioners* (M.E. Sharpe, 2011).
- Byrnes, W.J. (2022) *Management and the Arts*. 6th edn. London: Routledge.

- Havens, T. and Lotz, A., 2016. *Understanding Media Industries*. 2nd edn. Oxford University Press.
- Holt, J. and Perren, A. eds., 2009. *Media Industries: History, theory, and method*. John Wiley & Sons.
- Mayer, V., Banks, M.J. and Caldwell, J.T. eds., 2009. *Production Studies: Cultural studies of media industries*. Routledge.
- O'Reilly D. & F. Kerrigan (eds.) (2022) *Marketing the Arts: breaking boundaries*. 2nd edn. London: Routledge.
- Rosewall, E. (2021) *Arts Management: Uniting Arts and Audiences in the 21st century*. 2nd edn. Oxford: Oxford University Press.
- Sommer, Doris. *The Work of Art in the World: Civic Agency and Public Humanities* (Duke University Press, 2014).
- Stevenson, D. (2018) *Managing Organisational Success in the Arts*. London, Routledge.
- Thornton, Sarah. *Seven Days in the Art World* (Granta Books, 2009).
- Tusa, J. *Engaged with the Arts* (London and New York, I.B. Tauris, 2007).
- De Vereaux, C. (2018) *Arts and Cultural Management: Sense and Sensibilities in the State of the Field*. London: Routledge.

Journals

- Journal of Arts Management, Law and Society
- Journal of Marketing Management
- American Cinematographer

Web Sites

- www.ft.com
- www.campaignlive.co.uk
- www.mintel.com
- www.the-gma.com

See syllabus for complete reading list

Change Log for this

CSD:

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Registry Services
Course description, aims and objectives, learning outcomes, indicative content		

Revision – annual update	May 2023	
Total Hours Updated	May 2024	