



ARTS AND CULTURAL MANAGEMENT (M.A.)

Professional distance-learning Masters programme

CULTURE IN A CHANGING WORLD: UNDERSTANDING, ANALYSING & CREATING SOLUTIONS

In today's world, the international cultural sector and its players must be able to deal with fundamental social changes and the risks and opportunities that these create. Developments such as demographic change, digitisation and globalisation coupled with growing demands for social responsibility and sustainability now shape work in this field.

In management and central coordination positions in particular, culture professionals therefore require comprehensive management skills and a keen awareness of the societal role of their organization if they are to understand and analyse these transformation processes and strategically develop effective solutions to current challenges. To equip cultural managers to deal with these changes, the Professional School at Leuphana University of Lüneburg is to offer a new Masters in Arts and Cultural Management from 2018 in partnership with the Goethe-Institut.

The Masters is a distance-learning programme that is taught and assessed entirely in English. It comprises two block seminars and online study. The programme is aimed at cultural practitioners all over the world.



“Taking a broad view is becoming increasingly important to cultural organizations today. Knowing the dynamics and challenges of society and connecting them with daily work is what shapes innovation in cultural production. It is these dynamics, combined with comprehensive insights on the methods and tools you need as an art manager to deal with them, on which the programme focuses. That is what makes the programme such a great opportunity for future arts managers and cultural entrepreneurs.”

PROF. DR. SIGRID BEKMEIER-FEUERHAHN, PROGRAMME DIRECTOR

PRACTICAL, INTERNATIONAL PROFESSIONAL DEVELOPMENT

Students can opt for either a 60 CP or 90 CP version of the distance-learning programme. In each case, they will explore the structures and framework for cultural production within and outside cultural organizations, and various players on the culture market at an international level.

Case studies and project work are an integral part of the programme and provide a strong link to practice. Students will therefore be able to develop specific solutions to issues in practice during their degree, and to raise and explore current problems they face in their everyday work.

Graduates of the Arts and Cultural Management M.A.

- will be qualified to take on management roles in a range of culture sectors globally
- will be able to secure the long-term future of their cultural organisation with creative solutions
- will develop and control business processes in cultural organizations and tailor these to current changes on the market and in society
- will be familiar with the specific dynamics of both the global and domestic culture market and the framework for establishing and developing cultural organizations



MODULE OVERVIEW: ARTS AND CULTURAL MANAGEMENT (90 ECTS)

Sem.	Module Overview				
4.	Communications & Branding Strategies 5 ECTS	Masters Dissertation 15 ECTS			Society & Responsibility (2) 2,5 ECTS
3.	Participation, Diversity & Empowerment 5 ECTS	Culture & Sustainability 5 ECTS	Qualitative & Quantitative Methods 5 ECTS	Accounting, Finance, Fundraising 5 ECTS	Developing Cultural Organizations (2) 2,5 ECTS
2.	Culture & Transformation 5 ECTS	Culture & Cooperation 5 ECTS	Audience Development 5 ECTS	International Law & Cultural Policies 5 ECTS	Developing Cultural Organizations (1) 2,5 ECTS
1.	Methods for Analysing Markets & Building Strategies 5 ECTS	Theories of Arts Consumption / Reception / Experience 5 ECTS	Theories of Art Production and Organizations 5 ECTS	Individual and Interaction (Introduction to the Study) 5 ECTS	Society & Responsibility (1) 2,5 ECTS

■ Masters Dissertation
 ■ Goethe-Institut Modules
 ■ Focus modules: Methods & Tools
 ■ Focus modules: Arts & Cultural Consumption and Audiences
 ■ Focus modules: Arts & Cultural Production and Cultural Organization
 ■ Complementary Studies

COMPREHENSIVE EXPERTISE AT THE INTERFACE OF CULTURE AND MANAGEMENT

Students on the 90 CP course take a total of 13 specialist modules and 2 Complementary Studies modules over the course of 4 semesters. In the 4th semester, they also write their Masters dissertation.

In the Methods and Tools specialisation, students take two modules that explore aspects of strategic management and a range of methods in empirical social research. In a total of three modules in the Arts and Cultural Consumption and Audiences specialisation, students investigate topics such as types of cultural organizations and the framework within which they operate, visitor types, visitor expectations, appealing to visitors and cultural branding and communication. The third area of specialisation comprises four modules that look at issues such as the legal and political environment for cultural organizations and culture professionals, business activities, financial planning, and budget and resource management. This area of specialisation also includes a project phase.

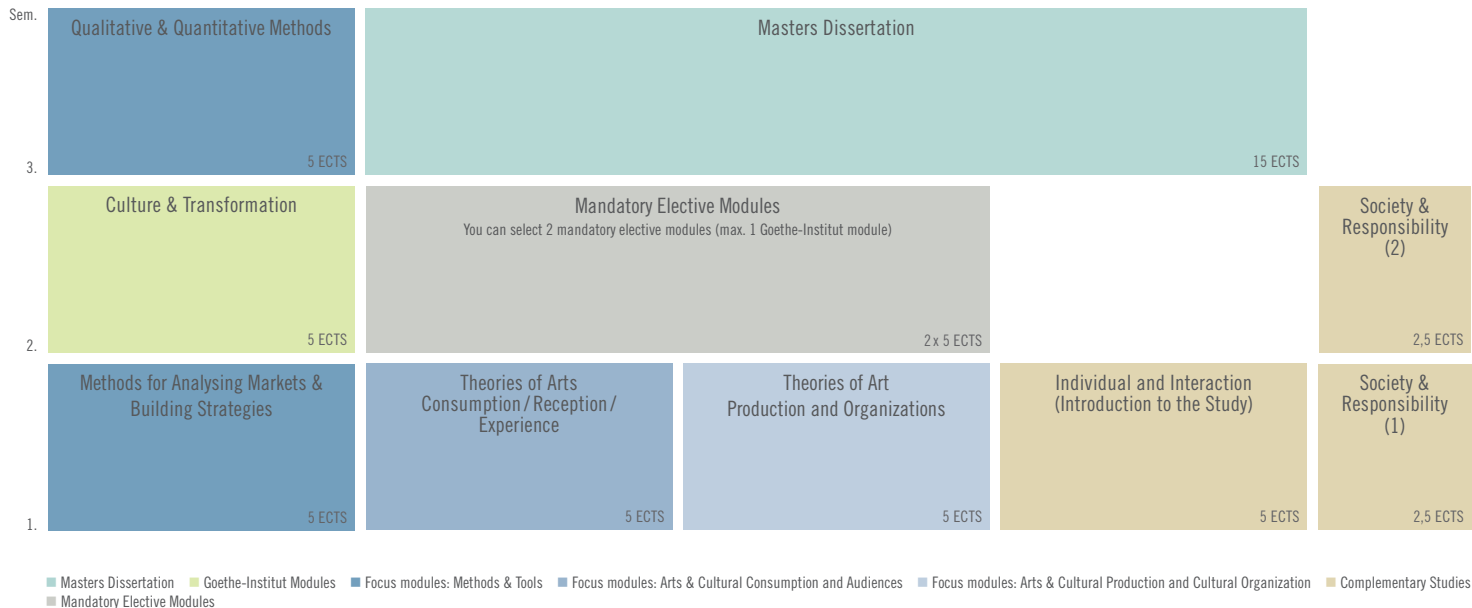
Topics in the four integrated modules coordinated by the Goethe-Institut include the challenges posed to cultural work by transformation processes, partnerships, staff development, leadership and sustainability. In the two Complementary Studies modules, students also explore overarching topics such as self-management and responsible action.

A WEALTH OF CHOICE

Students can opt for a shorter Masters at a lower fee; this option is worth 60 CP. Individual modules can also be taken as certificate courses.



MODULE OVERVIEW: ARTS AND CULTURAL MANAGEMENT (60 ECTS)



A GREAT CHOICE IN YOUR MASTERS

The 60 CP programme takes three semesters only and comprises far fewer modules than the 90 CP programme. Students take a total of 7 specialist modules and 2 Complementary Studies modules.

The two modules in the Methods and Tools specialisation, the foundation modules in the other areas of specialisation and the foundation module run by the Goethe-Institut are all mandatory.

Another integral part of the curriculum is the two Complementary Studies modules, in which students focus on interdisciplinary topics and the Masters dissertation, which is completed in the third semester.

Alongside the mandatory modules, students also select two electives. They can choose from the two specialisation modules and the Goethe-Institut modules, but cannot take more than one Goethe-Institut module. Students who choose the 60 CP option can therefore tailor the programme to their individual CPD needs and qualification requirements.



„It is the combination of different perspectives, such as economics, humanities and social sciences, that broadens and enhances in particular practitioners' view of arts and cultural management. Coming from a transdisciplinary background myself, I learned that changing perspectives not only enriches academic work, but also enhances creative processes, strategy building and communication.“

PROF. DR. VOLKER KIRCHBERG, PROGRAMME DIRECTOR

FLEXIBLE CONTINUED PROFESSIONAL DEVELOPMENT IN AN EXTRA-OCCUPATIONAL STUDY PROGRAMME

The programme is designed to allow students to remain fully active in their profession during their studies. Attendance is only required at 2 block seminars in Lüneburg lasting 1 week each. Most of the seminars are distance-learning units. Lecturers, other programme staff and e-learning teams provide comprehensive support not only during the online learning units and block seminars, but also during self-study periods.

LEUPHANA CONTINUING PROFESSIONAL DEVELOPMENT – INDIVIDUALLY TAILORED AND TRANSFER-ORIENTED

Lifelong-learning is the key to a successful career. The Leuphana Professional School offers Certificate courses as well as Bachelor and Masters degree programmes such as the Masters degree in Arts and Cultural Management (Master of Arts, M.A.). The School enables students with professional experience to gain additional university-level qualifications whilst continuing to work. The course content is designed to link theory and practice with specialist and multidisciplinary skills.

STUDYING AT THE PROFESSIONAL SCHOOL

Get a first-hand look at what it is like to study at the professional school: teachers, students and alumni explain what their studies entail in a series of films on continuing education at Leuphana. Watch them now at » www.leuphana.de/ps-videos

Thanks to the highly flexible course structure and its attractive learning environment, the Professional School offers students the perfect work-life-learning balance. The collaboration between Leuphana and the Goethe-Institut also provides an excellent framework for learning. Leuphana's pleasant surroundings and close proximity to the historical city of Lüneburg make for an enjoyable university experience.

The extra-occupational Masters programmes of the Professional School are

- **tailored to your needs:** Content is designed to meet the requirements of working professionals. In other words, the programmes are structured to take account of the personal needs and professional circumstances of working students.
- **flexible:** Our e-learning platform supports self-organised learning and work in virtual work groups. This enables you to plan your individual learning times with absolute flexibility.
- **transfer-oriented:** Specific scenarios from global practice promote the transfer of knowledge from the course to your professional work. Discussions, group work and interdisciplinary projects further promote the exchange of knowledge.



CULTURAL MANAGEMENT PROGRAMMES BY THE GOETHE-INSTITUT



„Thanks to our many years of experience with advanced cultural management programmes and to our global network, we work with international experts who ensure the transfer of knowledge and practical skills in the Arts and Cultural Management Masters course. Our curricula are enhanced by international case studies of recognised organisations from cultural management practice.“

DAGMAR JUNGHÄNEL, HEAD OF CULTURAL EDUCATION
AND DISCOURSE AT THE GOETHE-INSTITUT

The Goethe-Institut has been offering training and networking programmes in cultural management worldwide to further qualify cultural professionals and to advance the development of cultural infrastructures since 2009. The programmes are digital or classroom-based while the range of blended learning courses is constantly being expanded.

Typically, each Goethe-Institut programme is tailored to specific local needs and to the potentials of course participants. We consider all of our courses as reciprocal, mutual learning processes in which the participants are the experts in their fields.

Our global network of 159 institutes gives us close ties to local arts scenes and we contribute this international practical expertise to the Masters in Arts and Cultural Management.

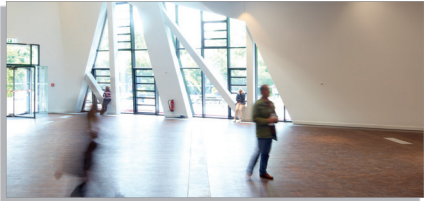
GOETHE-INSTITUT MODULES IN THE ARTS & CULTURAL MANAGEMENT MASTERS PROGRAMME

In a degree programme taught by international experts, we draw on profound experience from our diversified cultural management programmes to offer four topical modules that are very relevant to international cultural management:

- Culture and Transformation
- Culture and Cooperation
- Participation, Diversity and Empowerment
- Culture and Sustainability

The four thematic modules build on the two successful Managing the Arts MOOCs, Marketing for Cultural Organizations and Cultural Organizations in Transitions, which the Goethe-Institut developed in partnership with Leuphana University and held in 2015 and 2016. These MOOCs drew 24,000 participants from 175 countries whose feedback was extremely positive.





YOUR ADVANTAGES AT A GLANCE

Interdisciplinary and international

The combination of different perspectives and current developments in culture, business and society makes this a comprehensive interdisciplinary qualification. Students will develop skills for sustainable and innovative cultural management that takes account of national and cultural specificities.

The ideal balance between studying and working

The Masters degree programme is tailored to the needs of active professionals. A large number of the lectures are held as distance-learning sessions. Attendance is only required at two block seminars.

Academic atmosphere and support

Students can take advantage of the small study groups with a maximum of 40 fellow students. An online tutor is also available on the learning platform to answer academic and administrative questions, and students can discuss module-specific or general issues during the distance-learning sessions.

Professional development opportunities

Graduates will be qualified for a wide range of roles on the global culture market in fields such as management, communication, organisational development, partnerships and audience development.

A focus on practice

Case studies and projects are an integral part of the programme. They ensure a strong link to practice and transferability to professional life, and encourage students to implement their theoretical knowledge in practice even before they complete the course. Students can contribute their own expertise from practice and benefit from an in-depth exchange with teaching staff and fellow students.

Intercultural exchange

Students will meet and get to know fellow students and lecturers from different countries and cultures. This will make them aware of cultural differences, as well as different approaches to problem-solving and management in the field of arts and culture.

Academic career opportunities

The Master of Arts in Arts and Cultural Management is an internationally recognised degree. The programme is currently in the process of accreditation by the FIBAA (Foundation for International Business Administration Accreditation). Successful completion of the Masters programme opens up the possibility of pursuing a doctorate.



YOUR ROUTE TO THE M.A. IN ARTS AND CULTURAL MANAGEMENT

The programme begins in October each year and applications are accepted until July 31. Most seminars are held online. Attendance is required at a total of two block seminars.

What are the prerequisites?

The Arts and Cultural Management M.A. programme attracts and accepts interested professionals who already have:

- an undergraduate degree (e.g. Bachelor)
- at least one year of relevant work experience
- advanced knowledge of English

How much does the course cost?

Tuition fees for the Arts and Cultural Management Masters programme are 8,900 EUR for the 90 CP option and 6,900 EUR for the 60 CP option; students also pay a semester fee that is currently around 200 EUR per semester. Additional costs also arise for travel and accommodation expenses for the block seminars.

ADMISSION AND APPLICATION

Further information on the admission and application process is available on the following website:

» www.leuphana.de/macuma-application

Would you like more information?

Should you have specific questions about the programme or need individual advice concerning your studies, please simply visit our website at » www.leuphana.de/macuma or contact the course coordinator:

Dr. Nadine Ober-Heilig

Studiengangskoordinator (Programme Coordinator)

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