

# ARTS AND CULTURAL MANAGEMENT

MASTER



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→ PROFESSIONAL SCHOOL

[professional programme]

# CULTURE IN A CHANGING WORLD. 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 organisation 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 offers a Masters programme in Arts and Cultural Management in cooperation 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.

| 3

# FOR YOUR PROFESSIONAL DEVELOPMENT. PRACTICAL & INTERNATIONAL

4 | 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 organisations, 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 steer business processes in cultural organisations 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 organisations



# COMPREHENSIVE EXPERTISE AT THE INTERFACE OF CULTURE AND MANAGEMENT

6 | Students on the 90 CP course take a total of 14 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 organisations 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 organisations 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, digitalization, partnerships, staff development, leadership and sustainability. In the two Complementary Studies modules, students also explore overarching topics such as self-management and responsible action.

1 <sup>st</sup> Semester	2 <sup>nd</sup> Semester	3 <sup>rd</sup> Semester	4 <sup>th</sup> Semester
<b>Methods for Analysing Markets &amp; Building Strategies</b> [5 CP]	<b>Culture &amp; Digitality</b> [5 CP]	<b>Culture &amp; Cooperation</b> [5 CP] - elective on 60 CP course	<b>Participation, Diversity &amp; Empowerment</b> [5 CP] - elective on 60 CP course
<b>Theories of Art Production and Organizations</b> [5 CP]	<b>International Law &amp; Cultural Politics</b> [5 CP] - elective on 60 CP course	<b>Accounting, Finance, Fundraising</b> [5 CP] - elective on 60 CP course	<b>Communication &amp; Branding Strategies</b> [5 CP] - elective on 60 CP course
<b>Theories of Arts Consumption / Reception / Experience</b> [5 CP]	<b>Qualitative &amp; Quantitative Methods</b> [5 CP]	<b>Culture &amp; Sustainability</b> [5 CP] - elective on 60 CP course	
<b>Audience Development</b> [5 CP] - elective on 60 CP course	<b>Developing Cultural Organizations</b> [5 CP] - elective on 60 CP course		
<b>Culture &amp; Transformation</b> [5 CP]		<b>MASTERS THESIS</b> [15 CP]	
<b>COMPLEMENTARY STUDIES</b> The Individual & Interaction (Introduction to the study) Society & Responsibility [5 CP]			

# A GREAT CHOICE IN YOUR MASTERS. OUR 60 CP STUDY OPTION

8 | The 60 CP programme takes three semesters only and comprises far fewer modules than the 90 CP programme. Students take a total of 8 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 needs and qualification requirements.

3 <sup>rd</sup> Semester	MASTERS THESIS [15 CP]	
2 <sup>nd</sup> Semester	Culture & Digitality [5 CP]	Qualitative & Quantitative Methods [5 CP]
1 <sup>st</sup> Semester	Methods for Analysing Markets & Building Strategies [5 CP]	Theories of Arts Consumption / Reception / Experience [5 CP]
	Theories of Art Production and Organizations [5 CP]	Culture & Transformation [5 CP]
	Mandatory Elective Modules You can select 2 mandatory elective modules [max. 1 Goethe-Institut module] [5 CP + 5 CP]	
	COMPLEMENTARY STUDIES The Individual & Interaction (Introduction to the study) Society & Responsibility [5 CP]	

# A MAXIMUM OF FLEXIBILITY IN AN PROFESSIONAL STUDY PROGRAMME

10 |

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.

## THE PROFESSIONAL MASTERS PROGRAMMES OF THE PROFESSIONAL SCHOOL ARE

- **Tailored to your needs:** Content is designed to meet the requirements of working professionals. Study time per week is adjusted to personal needs and professional circumstances of working students.
- **Flexible:** Our e-learning platform supports self-organised learning and work in virtual work groups. This allows for high flexibility and enables you to individually plan your study time.
- **Transfer-oriented:** Scenarios of global relevance are discussed in groups and interdisciplinary projects, promoting knowledge exchange and transfer to practice. Discussions, group work and interdisciplinary projects further promote the exchange of knowledge.



Taking a broad view is becoming increasingly important to cultural organisations 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, Study Programme Director



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, Study Programme Director



Due to our many years of experience in cultural management programmes and our global network, we can ensure the transfer of knowledge and practical skills in the Master programme Arts & Culture Management. We are very pleased to be able to offer this unique Masters degree programme together with the Leuphana University of Lüneburg/Professional School.

Dr. THOMAS LIER, Head of Cultural Education and Discourse at the Goethe-Institut

| 11



**LEUPHANA PROFESSIONAL SCHOOL** — ADDITIONAL QUALIFICATION FOR WORKING PROFESSIONALS AT UNIVERSITY LEVEL | HIGHLY FLEXIBLE COURSE STRUCTURE | ATTRACTIVE LEARNING ENVIRONMENT | PERFECT WORK-LIFE-LEARNING-BALANCE

# YOUR ADVANTAGES AT A GLANCE

14 |

## 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, organizational development, partnerships and audience development.

| 15

## 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 accredited by the FIBAA (Foundation for International Business Administration Accreditation). Successful completion of the Masters programme opens up the possibility of pursuing a doctorate.





# CULTURAL MANAGEMENT PROGRAMMES BY THE GOETHE-INSTITUT

16 |

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 157 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 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 five topical modules that are very relevant to international cultural management:

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

The five thematic modules build on the two successful MOOCs which the Goethe-Institut developed in partnership with Leuphana University and held in 2015 and 2016.



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

18 |

The programme begins in September each year and applications are accepted until May 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 207 EUR per semester. Additional costs also arise for travel and accommodation expenses for the block seminars.

## 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 or contact the coordination team:

Leuphana University Lüneburg

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M.A. Arts and Cultural Management

Universitätsallee 1, 21335 Lüneburg, Germany

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[www.leuphana.de/macuma](http://www.leuphana.de/macuma)

## AT A GLANCE

Degree	Master of Arts (M.A.)
Credit Points	60 or 90
Length of Study	3 or 4 semesters
Language	English
Start Date	September
Application Deadline	May 31
Costs	6,900 or 8,900 Euro total plus the current term contribution of c. 207 Euro per term
Programme Director	Prof. Dr. Sigrid Bekmeier-Feuerhahn and Prof. Dr. Volker Kirchberg

| 19

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