

Programme Specification

Every taught course of study leading to a UAL award is required to have a Programme Specification. This summarises the course aims, learning outcomes, teaching, learning and assessment methods, and course structure. Programme Specifications are developed through course validation and are formally approved by UAL Validation Sub Committee (VSC). They are available to prospective students through the course web page, and must be reviewed on an annual basis to ensure currency of information (for example, following any modifications or local developments).

Awarding Body	University of the Arts London (UAL)
Professional, Statutory or Regulatory Body (PSRB)	N/A
Teaching Institution	London College of Communication
Final Award	MA Design Management and Cultures
Length of Course	4 Terms / FT
UCAS code	
Date of production/revision	August 2017

The Master of Arts Management and Cultures is a four term full-time programme where you will develop high-level leadership, management, communication and analytical skills for a career in a wide range of sectors related to design, management, enterprise and culture. MA Design Management and Cultures combines academic study with creative and professional practice in a project-led curriculum that draws on a range of interdisciplinary perspectives from business and the arts. The course is unique in that there is an equal emphasis on management and cultures in terms of design. We believe that Design Management is a social practice embedded in cultural relations and business organizations and we encourage students to reflect and engage, creatively and critically, with the full range of its theories, processes and practices.

‘The management of design has arguably never played such an important role as it does today, as changes to the business and social environment call design to the forefront.’ (Cooper, R et al, 2014). Academic and instructional writing on Design Management has significantly increased with articles on the subject

appearing in major publications such as The Economist, Harvard Business Review, Business Week and The New York Times. The continuing growth of the creative industries in the UK, now estimated at 6% of GDP, has created employment opportunities for design leaders and managers in this burgeoning sector. The strength of demand for design management skills in a range of enterprises and organisations is reflected in the career sections of professional networking and employment sites. Growing job opportunities in turn create a demand for educational courses such as MA Design Management and Cultures, which prepare future design leaders and managers for work in both traditional and new economy models.

The last decade has witnessed a growing emphasis by government on the economic value of culture at the same time as business and management studies have experienced a 'cultural turn'. The cross-fertilisation between business and culture has opened up opportunities for subjects that bridge this disciplinary divide such as MA Design Management and Cultures. This course combines theory with practice through projects, which draw on perspectives from a range of disciplines across business and the arts. Design Management and Cultures covers a breadth of topics, from branding, design and innovation processes to anthropology, history and meaning.

Design managers can be in-house or external and oversee design teams and departments to create the optimum product presence, design or brand identity. They are responsible for the operation of corporate design functions and design agencies as well strategically championing design across an organisation as a means of innovation and differentiation. Design Management is about anchoring the design process of any project strategically to ensure the most appropriate resource allocation, choice of partners, level of stakeholder engagement and endorsement, application of methodologies and measurement of performance and review. Equally, design management is about being enterprising and facilitating teams to better collaborate across functions and disciplines so as to lead to more innovative results and more creative organizational cultures.

Design Managers create quality and consistency of studio output, and are required to have strong project management and communication skills. Experience in managing design projects and processes shows potential employers that you can be organized, creative and innovative. You can lead groups and employees on projects that require learning, building and development in many organizational settings. Using creative theories and practices, you can bring marketing and communication tools to product development and research. Professional roles that encompass design management include design department managers, creative directors, design directors, heads of design, design strategists, design researchers in addition to executives with responsibility for making decisions about design.

The course aims to develop T-shaped professionals, who are deep problem solvers in their specific discipline but also capable of interacting with and understanding specialists from a wide range of disciplines and functional areas. T-shaped professionals have both depth and breadth of knowledge and skills and learn by linking up different perspectives from different specialties. They are characterized by their deep disciplinary knowledge in at least one area, an understanding of systems, and their ability to function as “adaptive innovators” and cross the boundaries between disciplines. T-shaped professionals are in high demand for their ability to innovate, build relationships, advance research and strengthen their organisations.

The practical elements of the course will provide added value to your learning experience and enhance your knowledge and appreciation of design production processes and creative practice. You will gain hands on experience of a range of design techniques and tools in relation to the projects you are working on. This will strengthen your skills in championing design, commissioning, and delivering successful projects where you need to work in collaboration with professional designers and creatives.

Career opportunities that emerge from the study of design, business and management are further strengthened by exposure to cultural and critical studies. The latter is a diverse area that draws on sociology, anthropology, philosophy, politics, museum studies, history and feminist theory and develops discursive

capacity for critical analysis and debate. MA Design Management and Cultures combines an understanding of the cultural context and the management perspective, with case examples drawn from business, the arts and humanities. The curriculum has a professional focus with a strong emphasis on the development of leadership, management, communication and analytical skills.

The course interrogates the concept of management and its associated technical and functional activities across public, private and voluntary sectors. There is a critical engagement with contemporary management practices in order to explore the thinking behind them, the nature of the global business environment and the forms of capitalism being fostered. Management is considered as a social practice embedded in global, social, political, economic and cultural relations and not as a neutral and universal activity. Students are encouraged to critically and creatively analyse management strategies, functions and cultures from a range of perspectives in order to evaluate their impact on the societies in which they operate.

The MA Design Management and Cultures has a strong global emphasis through its cross-cultural and transnational approach to unit content and projects and through international partnerships. Existing links with European cities and International institutions offer further potential for cooperation and collaboration. Learning materials and unit content deliver international perspectives and students are encouraged to bring their diverse cultural experiences and understanding into the studio for open discussion, group projects and seminars. Teaching staff utilise external links established through industry, research and academic experience to enrich the course curriculum and set up opportunities for cultural exchange, conferencing and shared projects.

Course Aims

The aims of the course identify the rationale underlying the student's educational experience and own personal achievement from studying on the course and its affect upon the student's long term achievement and career.

This course aims to:

- Enable you to acquire a critical, analytical, and comprehensive knowledge and understanding of the global, historical, theoretical and professional contexts in which design management and cultures is situated.

- Provide you with the opportunity to work across media in the production and dissemination of your work and produce communications using processes widely used in industries and professional practices across both analogue and digital domains.
- Plan systematically and creatively design management projects and delivery, acknowledging and critiquing the risks during the project management process.
- Foster reflective design management practice through individual work, team working and external collaborations.
- Equip you with the creative tools (visualisation, prototyping), knowledge, abilities and methods (creative, conceptual, theoretical, analytical, technical and organisational) to produce effective solutions to set briefs.
- Enable you to propose, research, develop, complete and present a self-directed design management project that reflects originality, critical analysis and evaluation, and academic rigour.
- Provide you with the opportunity to develop as a professional practitioner within the field of design management and the creative and cultural industries.
- Develop skills in entrepreneurial leadership so that you can critique the present, envision the future and plan and execute the necessary steps to effect change.
- Develop a robust, multidisciplinary academic framework in design management and cultures theory and practice to enable further research to MPhil and PhD level.

Course Outcomes

The course enables the student to demonstrate the following subject knowledge and understanding, intellectual and academic skills, practical subject skills, key attributes and transferable skills. Each outcome should be detailed below.

The outcomes that you will have demonstrated upon completion of the course, are (the applicable university marking criteria are in brackets at the end of each course outcome):

Critically apply design research methods to design management problem definition and resolution within a private, public or third sector context (**Research**)

Demonstrate a comprehensive understanding of the appropriate use of design management and critical and cultural theories/ tools for formulating concepts and ideas and delivering and evaluating projects (**Subject Knowledge**)

Utilise a broad range of research methods and analytical strategies to practical and theoretical problems in a range of media and formats (**Analysis**)

Originate design management solutions through the application of research principles, methodologies and consideration and appropriate application of visualisation techniques, creative problem solving, co-designing, prototyping and evaluation techniques (**Experimentation**)

Engage in the critical reflection of your own work and peer review through team working and collaborations (**Personal and Professional Development, Collaborative and / or Independent Professional Working**)

Learning and Teaching Methods:

Independent Learning Time: Sometimes referred to as Self-Directed Study, it will be a major part of your learning on the course and you are expected to be thorough in the way you keep a record of your self-directed study activity. One of the differences you will experience between working at postgraduate level and working at undergraduate level is that you are expected to timetable and manage your own learning to a much greater extent at postgraduate level. Your success or failure on the course will depend, to a great extent on how rigorously and responsibly you take this self-direction and how well you respond to tutorial advice. The level of self-management required of you will increase throughout the course.

Personal Tutorials: You will be allocated a personal tutor, who will offer guidance, support and written feedback on your development as you move through the course. In the first year you may expect one tutorial a term. These tutorials are designed to give you feedback on your progress and achievement evidenced in your assessments.

Group Tutorials: Group tutorials bring together small groups of students to discuss and monitor current work, share and discuss common interests, and provide further means for giving feedback.

Projects: These are usually longer assignments that begin with a proposal and normally end with a finished product or project outcome (artefact).

Group Project Work: Normally Group Project Work will be with peers from your own course, but at least once on your course you will be collaborating with students from other courses, in your Collaborative Project Unit. You will be expected to keep a weblog of your research and practice to ensure that your peer group can view your work.

Live and Simulated Projects: These are projects set (or simulated as being set) by relevant industries.

Sketchbooks: This is the means by which you collect, record and collate research materials as well as visualizing, generating and developing ideas and concepts. For each assessment you will be expected to produce your recorded research and ideas generation.

Online Presence: You will be encouraged to use externally facing online presences, such as a blogs and LinkedIn. These will help you promote you and your work and create a personal learning network. This will also aid peer-to-peer learning and your connections to the postgraduate communities at LCC.

Portfolio / Body of Work: This is a collection of different pieces of work that are considered together to form one overall assessment. This is commonly used when your work is marked holistically. The practice-based nature of the course is derived from the understanding that the primary tool for successful graduate progression in this field is the portfolio of work. You will build a strong portfolio of critically informed work over the course that will enable you to progress to your chosen destinations. Portfolio outcomes could be written texts, information design, books, installations, films, web projects or other visual artefacts.

Self-Initiated Projects: This is structured project work, based on a proposal that you have originated, discussed and agreed with your tutors.

Seminars: Seminar activities bring together small groups to debate and discuss a project or a contextual issue and share their views and experiences. These will feature fairly frequently as part of the learning strategy of your course.

Lectures: Subject-specific presentations to a large group, with the opportunity ask questions. Sometimes these involve guest speakers. There is also a College-wide lecture series with high-profile guest lectures. Information on these will be emailed to your LCC email account.

Workshops: Workshops include practical demonstrations, often on technical skills.

Study Visits: When you are researching for projects throughout the course, you may undertake study visits to relevant locations such as exhibitions, museums, galleries and agencies. Study visits may be undertaken as part of self-directed study or may be undertaken as part of a tutored activity.

Academic Support: The college offers a wide range of support for students with disabilities. More information on academic support can be found in the Student Supplementary Handbook, which is located on your course Moodle site.

Moodle: Moodle is the University's Virtual Learning Environment (VLE). Each course has its own site, where information such as lecture notes, assessment briefs, timetables, the course handbook and the supplementary handbook is kept.

Scheduled Learning and Teaching

This is the percentage of your time spent in timetabled learning and teaching. You are expected to study for 1800 (MA)/1200 (PG Dip)/600 (PG Cert) hours over the duration of the course; below is the amount of time which is timetabled activity.

The rest of your learning time will be self-directed, independent study.

21%

Assessment Methods:

The programme outcomes are assessed using the following assessment methods:

- Practical project work and digital activities
- Prepared writing i.e. academic reports, essays etc.
- Responses to case studies
- Oral presentations
- Peer learning
- Personal presentations of prepared work
- Simulations and role plays
- Workshop based activities
- Written research projects
- The creation of a portfolio or collection of work, which may contain a number of different activities i.e. creative artefacts with supporting process documentation and/or reports and evaluations.

Reference Points

The following reference points were used in designing the course:

- The Learning and Teaching policies of the University of the Arts London
- The College policies and initiatives
- Level descriptors
- Benchmark statements

Programme Summary

Programme structures, features, units, credit and award requirements:

Postgraduate courses run a four-term model, which allows a cross-over between cohorts, with new students enrolling and commencing the course during the last/fourth term for the current cohort (autumn term). This opens up possibilities for a period of interaction and potential collaboration between the two cohorts and across courses.

Full-time courses run from September through to December for 45 weeks in line with Higher Education term dates and incorporate a formal summer break period with no unit delivery. This means that you join the course during the autumn term when there is a vibrant and lively College atmosphere as undergraduate students will also be joining the College then. This also facilitates interaction between postgraduate and undergraduate students via events, exhibitions and other activities.

The MA course structure involves 6 units, totalling 180 credits. If you are unable to continue or decide to exit the course, there are two possible exit awards; a **Postgraduate Certificate** will be awarded on successful completion of the first 60 credits and a **Postgraduate Diploma** will be awarded on successful completion of the first 120 credits.

Each unit descriptor indicates the number of learning hours associated with that unit. The proportion of hours devoted to types of learning will vary according to the purpose and nature of the unit.

Distinctive features of the course:

The distinctive features of the course form the course's identity, and help us to ensure that we are offering a unique, exclusive and exciting experience for you.

Special features of this course include:

- MA Design Management and Cultures is academic study *and* creative practice. The central tenets of study are design, business, management, global cultures, histories and theories but this is learnt through practice and supports creative projects. This area of study, broadly known as Design Studies, is generally offered as a theoretical area of study only without creative practice.
- The course offers a particularly interesting creative approach to design management, which can often be overly process-driven. MA Design Management and Cultures emphasises the importance of learning about and understanding cultures and histories relevant to every design project. This can provide students with greater insight into creative briefs and target audiences/markets, both aiding solutions and articulation.
- At postgraduate level there is a wide choice of Design Management courses, however most courses focus on either design management *or* design history/cultural studies, and most are also theory only rather than a combination of theory *and* practice. There are few UK Design Management courses taught within the context of an art and design institution and this unique selling point differentiates MA Design Management and Cultures from its competitors.
- An added value aspect of the course is that you not only learn about design management practices such as leadership, strategic thinking, change management and project management but also gain hands on experience of creative practices in relation to the projects you are working on. This could involve technical skills such as drawing, photography and digital image creation, information design, typography, design and layout and website design for example. This experience will strengthen your skills in

the communication and presentation of your own work and improve your management of design projects through a greater understanding of the work of the professional designers/creatives you will be commissioning and leading.

- There is a growing demand for designers to have greater business skills and for managers to understand design. In 2008 the Design Council and Creative and Cultural Skills produced a report entitled 'High-level skills for higher value', which reviewed UK design industry and education, summarizing that to compete on a global level better leadership, knowledge and presentation skills were required.
- MA Design Management and Cultures responds to international demand for design management at UK universities, the UK being a world-leader in design education and industries. The course at LCC has the advantage of being located in London, at the centre of the cultural and creative industries, and can benefit from easy access to the capital's significant design resources.
- The course has a strong global emphasis through its cross-cultural and trans-national approach to unit content and projects and through international partnerships. Global links are established through industry, research and academic connections which enrich the course curriculum and provide opportunities for cultural exchange and shared projects.
- Design management study can be dry and one-dimensional if heavily based on process and business theory alone. Combining projects with design cultures and histories offers the opportunity for a much deeper and more rewarding course of study, with a greater variety of career routes on graduating.
- MA Design Management and Cultures offers numerous potential employment routes including opportunities for more entrepreneurial students who want to set up their own businesses and develop individual concepts. It also provides in-house design routes where design management skills are advantageous, as well as cultural positions and agency management jobs.

The course encourages links across the subject area through UG, PG and PhD levels. This is achieved through staff teaching across courses, contact between students including collaborating on projects and participating in critiques, PhD students giving talks and the creation of a shared research culture.

Recruitment and Admissions

Selection Criteria

Applicants are assessed against the following selection criteria:

Sufficient prior knowledge and experience of and/or potential in a specialist subject area to be able to successfully complete the programme of study and have an academic or professional background in a relevant subject.

Also to show a willingness to work as a team player, good language skills in reading, writing and speaking, the ability to work independently and be self-motivated

Critical knowledge of and enthusiasm for the subject area and capacity for research-led design, intellectual inquiry and reflective thought through: contextual awareness (professional, cultural, social, historical); evidence of research, analysis, development and evaluation (from previous academic study and employment) and a grounded understanding of the world of sonic, visual and networked culture and be able to engage in and contribute to critical discussion.

In the project proposal a description of the area of interest, field of study and the particular focus of their intended project. This should include an overview of how you intend to go about producing the project and the methodology

Portfolio should be conceptual and research based, you must show your thinking and making process and a curious nature to explore, test and experiment.

Entry Requirements

The MA Design Management and Cultures team recognises that applicants come from a broad spectrum of backgrounds from across the world. We are actively seeking open-minded graduates from diverse academic and industry/professional backgrounds who want to explore design management and cultures at a high level.

A key characteristic of our candidates will be the desire to work across disciplinary and professional boundaries to explore the future of design management of rapid change and disruption.

Language requirements (International/EU)

All classes are conducted in English. If English is not your first language, we strongly recommend you let us know your English language test score in your application. If you have booked a test or are awaiting your results, please indicate this in your application. When asked to upload a CV as part of your application, please include any information about your English test score.

- IELTS 6.5 or equivalent, with a minimum of 5.5 in any one paper.
- You can check you have achieved the correct IELTS level in English on the Language Requirements page. International Applicants – visit the Support for International Students page <http://www.arts.ac.uk/lcc/courses/support-for-international-students/>

Deferring an offer:

Applicants holding an offer for the coming academic year are permitted to defer their place to the following academic year, e.g. 2018/19 place deferred to 2019/20. International applicants should first meet any offer conditions and pay the deposit in order to defer. In all cases, deferred places will be held for one year.

Making a deferred application:

Home/EU applicants are permitted to make a deferred application, for example to the following academic year instead of the next, e.g. to 2019/20 instead of to 2018/19. Immigration regulations prevent International applicants from making a deferred application.

Course Diagram

Course Diagram MA Design Management and Cultures																																														
Autumn Term (Term 1 11 Weeks)											Spring Term (Term 2 10 weeks)										Summer Term (Term 3 10 weeks)										Undergraduate Summer Period (14 weeks)							Autumn Term (Term 4 11 weeks)								
week 0	week 1	week 2	week 3	week 4	week 5	week 6	week 7	week 8	week 9	week 10	week 11	week 12	week 13	week 14	week 15	week 16	week 17	week 18	week 19	week 20	week 21	week 22	week 23	week 24	week 25	week 26	week 27	week 28	week 29	week 30	week 31	week 32	week 33	week 34	week 35	week 36	week 37	week 38	week 39	week 40	week 41	week 42	week 43	week 44	week 45	week 46
Freshers Week	Design Management, Leadership and Innovation (40 credits)										Christmas Break											Easter Break											Induction Week													
	Design Research Methods and Critical (20 credits)																																													
												Global Design Futures (20 credits)											Global Design Futures (20) cont'd																							
												Design and Cultural Meaning (20 credits)											Design and Cultural Meaning (20) cont'd																							
												Collaborative Unit (20 credits)																						PG Summer Break Independent Study / Writing Up Period												
																														Final Major Project and Thesis (60 credits)							PG Overlap Period with new year intake Sept 2018									
																																					Final Major Project and Thesis (60) cont'd									
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S = Summative Assessment Point (Your Assignment Brief will give you details on the deadline date, time and how to hand in your assignment)
 Formative assessment points will be indicated by your tutor in your unit handbooks or assignment brief