

Programme Title: MA in Heritage Management



## Programme Specification

Awarding Body/Institution	Queen Mary University of London
Teaching Institution	Queen Mary University of London
Name of Final Award and Programme Title	MA in Heritage Management
Name of Interim Award(s)	n/a
Duration of Study / Period of Registration	12 months full time (24 months part time)
QM Programme Code / UCAS Code(s)	Y002
QAA Benchmark Group	
FHEQ Level of Award	Level 7
Programme Accredited by	
Date Programme Specification Approved	
Responsible School / Institute	School of Business & Management

Schools which will also be involved in teaching part of the programme

School of Geography

School of English & Drama

School of History

School of Languages, Linguistics & Film

Institution(s) other than Queen Mary that will provide some teaching for the programme

Historic Royal Palaces (HRP)

### Programme Outline

The MA in Heritage Management has been developed and will be delivered collaboratively through a new partnership between QMUL and HRP. The course will have a sound foundation in critical analysis. It will also be rooted in the professional values, skills and experience that make HRP distinctive and successful.

The MA in Heritage Management is designed to meet the needs of future leaders in the cultural heritage sector, by providing a deep and embodied understanding of the history, theory, practice and practicalities of heritage management. Elective modules drawn from across 5 Schools within the Faculty of Humanities and Social Sciences will allow students to specialise in funding and financing for heritage management, or to explore further the challenges of researching and curating material culture,

## Programme Title: MA in Heritage Management

alongside module choices inviting engagement with interdisciplinary study of the city. There will be an emphasis on business and leadership throughout the course. A Leadership Seminar will be open to students from this MA programme, as well as those studying on a second new MA to be launched in September 2018, in Creative Industries and Arts Organisation, and open to staff from QMUL and from HRP. Dissertation projects will be co-supervised by colleagues drawn from across participating HSS Schools and by academic members of staff working in HRP, encouraging interdisciplinary research.

The MA in Heritage Management will be distinctive because of its business focus, its scope for interdisciplinary study and research, and because it will be delivered in partnership with an Independent Research Organisation that can support professional teaching and placements as part of the programme.

### Aims of the Programme

The MA in Heritage Management aims to equip future heritage sector leaders to address the managerial, intellectual, cultural, social and technical challenges of maintaining and sharing heritage sites with current and future stakeholders. The programme will involve QMUL-HRP partnership throughout the degree. It will provide a means for HRP to support the continuing professional development of its own staff, and to foster a culture in which shared research and public engagement projects can arise in support of QMUL's strategic objectives.

A combination of academic study with professional masterclasses and workplace experience will give students access to leading thinkers and practitioners in the heritage sector and help to prepare them for leadership roles or further research in the future.

### What Will You Be Expected to Achieve?

You will be expected to achieve an advanced level of knowledge and practice-based understanding of heritage management, which will be demonstrated in the completion of assessed coursework and of a dissertation based on your own original research to answer a significant question in heritage management.

#### Academic Content:

A 1	Knowledge and understanding of the leadership and management principles that provide the basis for successful heritage management, including governance and legislation, operational models, strategic planning and delivery, management theory, resource management including income generation.
A 2	Knowledge and understanding of the statutory regulations and professional standards that determine the conservation management of buildings and collections.
A 3	Knowledge and understanding of the principle drivers of change, and opportunities for innovation, in the cultural heritage sector, in particular those that support widening access to heritage.

#### Disciplinary Skills - able to:

B 1	Demonstrate the ability to conceive, conduct and communicate a dissertation project driven by individual research objectives.
B 2	Demonstrate skills in critical analysis and the testing of the applicability of theories, given empirical evidence collated through professional experience and personal research.
B 3	Demonstrate the acquisition of professional skills in heritage conservation, interpretation, and management.

Attributes:	
C 1	Heritage management professional, able to develop and implement sustainable business plans to safeguard the viability of heritage buildings and collections.
C 2	Heritage management professional, able to engage and broaden audiences for heritage management buildings and collections including through the use of new media and innovative approaches.
C 3	Heritage management professional, able to deliver guide and utilise research projects that deepen understanding of and access to heritage buildings and collections.

## How Will You Learn?

Lectures, seminars and independent study constitute the principal learning processes for most modules. Students also work together throughout the course. Seminars take the form of individual and group presentations, structured debates and joint study of current and recent case studies from a wide variety of contexts.

Experienced HRP staff will teach a module on managing heritages at HRP and provide masterclass sessions, giving students access to HRP's knowledge and innovations in the business of heritage, conservation, creative programming, and public engagement. Case studies will illuminate HRP's distinctive and internationally recognised success in forging a business model for independent heritage management, and for leading the sector in creative programming and public engagement. Classes will be taught on site across at least three of HRP's palaces in London (Hampton Court, Kensington, and the Tower of London), with sessions in the conservation studio and on the scaffolding, bringing students into direct contact with the management and care of HRP's buildings and collections.

A Professional Work Experience module will also be delivered at at least two of HRP's London sites: Tower of London and Hampton Court Palace. This is a key feature of the programme. Students will be given the necessary training to begin to develop the skills and 'real work' experience that will enable them to make informed decisions about their own future career development within the heritage sector and make them competitive in the job market.

## How Will You Be Assessed?

Summative assessment will use various methods, ranging from conventional academic coursework through to shorter specific exercises and analyses of data. Some of the elective modules make use also of examination as a mode of assessment. Formative assessment will take place using class presentations and debates, short written exercises and groupwork. Students will also be assessed on extended pieces of writing via dissertation projects and evaluations of the professional placements.

## How is the Programme Structured?

Please specify the full time and part time programme diets (if appropriate).

English and Drama, SLLF, History, and Geography all offer modules that may be of interest to students in this programme as electives, subject to discussions with respective Heads of School to confirm capacity. Some of these run across semesters 1 and 2, others take place in just 1 semester, varying from year to year.

### FULL TIME

Students will undertake a non-credit bearing Leadership Seminar (BUSM167) which will be co-delivered by QMUL and HRP over semesters 1 and 2.

## Programme Title: MA in Heritage Management

### Semester 1:

One compulsory 30-credit module:

BUSM162 - Heritage: History, Theory and Practice (30cr)

First half of compulsory 30-credit module (delivered by HRP):

BUSM164 - Managing Heritages at HRP (15 of 30cr)

First half of core 15-credit module (delivered by HRP):

BUSM166 Professional Practice in Heritage Management (7.5 of 15 cr)

One elective 15-credit module:

Electives available in Semester 1:

BUSM163 - History of Cultural Industries (15 cr)

BUSM165 - Organising in the Creative and Cultural Industries (15 cr)

BUSM137 - Introduction to Marketing Management (15 cr)

LIN7620 - Ethnography of Communication (15 cr)

### Semester 2:

One compulsory 15-credit module:

GEG7135 - Research design and methods (15 cr)

Second half of compulsory 30-credit module (continued from Semester 1, delivered by HRP):

BUSM164 - Managing Heritages at HRP (15 of 30 cr)

Second half of core 15-credit module (continued from Semester 1, delivered by HRP):

BUSM166 Professional Practice in Heritage Management (7.5 of 15 cr)

First half of core 45-credit module:

BUSM168 Dissertation in Heritage Management (22.5 of 45 cr)

Two elective 15-credit modules:

Electives available in Semester 2:

BUSM161 - Funding and Financing in the Creative and Cultural Industries (15 cr)

BUSM141 - Project Management (15 cr)

BUSM149 - Leadership in the Social and Public Sectors (15 cr)

BUSM134 - Entrepreneurship (15 cr)

BUSM109 - Organisational Development and Transformation (15 cr)

NOTE - Students must take one elective from BUSM161 Funding and Finance, BUSM134 Entrepreneurship, and BUSM141 Project Management.

### Semester 3:

Second half of core 45-credit module (continued from Semester 2):

BUSM168 Dissertation in Heritage Management (22.5 of 45 cr)

### PART TIME

#### Year 1

Students will undertake a non-credit bearing Leadership Seminar (BUSM167) which will be co-delivered by QMUL and HRP across semesters 1 and 2.

### Semester 1:

One compulsory 30-credit module:

BUSM162 - Heritage: History, Theory and Practice (30cr)

First half of compulsory 30-credit module (delivered by HRP):

BUSM164 - Managing Heritages (15 of 30cr)

Programme Title: MA in Heritage Management

Semester 2:

Second half of compulsory 30-credit module (continued from Semester 1, delivered by HRP):  
BUSM164 - Managing Heritages at HRP (15 of 30 cr)

One elective 15-credit module:

Electives available in Semester 2:

BUSM161 - Funding and Financing in the Creative and Cultural Industries (15 cr)  
BUSM141 - Project Management (15 cr)  
BUSM149 - Leadership in the Social and Public Sectors (15 cr)  
BUSM134 - Entrepreneurship (15 cr)  
BUSM109 - Organisational Development and Transformation (15 cr)

NOTE - Students must take one elective from BUSM161 Funding and Finance, BUSM134 Entrepreneurship, and BUSM141 Project Management.

Year 2

As in Year 1, Students will undertake a non-credit bearing Leadership Seminar (BUSM167) which will be co-delivered by QMUL and HRP over semesters 1 and 2.

Semester 1:

First half of core 15-credit module (delivered by HRP):

BUSM166 Professional Practice in Heritage Management (7.5 of 15 cr)

One elective 15-credit module:

Electives available in Semester 1:

BUSM163 - History of Cultural Industries (15 cr)  
BUSM165 - Organising in the Creative and Cultural Industries (15 cr)  
BUSM137 - Introduction to Marketing Management (15 cr)  
LIN7020 - Ethnography of Communication - Foundations and Fieldwork (15 cr)  
BUSM069 - Organisational Behaviour

Semester 2:

Second half of core 15-credit module (continued from Semester 1, delivered by HRP):

BUSM166 Professional Practice in Heritage Management (7.5 of 15 cr)

One compulsory 15-credit module:

GEG7135 - Research Design and Methods (15 cr)

First half of core 45-credit module:

BUSM168 Dissertation in Heritage Management (22.5 of 45 cr)

One elective 15-credit module:

Electives available in Semester 2:

BUSM161 Funding and Financing in the Creative and Cultural Industries (15 credits)  
BUSM141 Project Management (15 credits)  
BUSM149 Leadership in the Social and Public Sectors (15 credits)  
BUSM134 Entrepreneurship (15 credits)

Semester 3:

Second half of core 45-credit module (continued from Semester 2):

BUSM168 Dissertation in Heritage Management (22.5 of 45 cr)

Programme Title: MA in Heritage Management

Academic Year of Study FT - Year 1

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Heritage: History, Theory and Practice	BUSM162	30	7	Compulsory	1	Semester 1
Managing Heritages at HRP	BUSM164	30	7	Compulsory	1	Semesters 1 & 2
Ethnography of Communication	LIN7620	15	7	Elective	1	Semester 1
History of Cultural Industries	BUSM163	15	7	Elective	1	Semester 1
Organising in the Creative and Cultural Industries	BUSM165	15	7	Elective	1	Semester 1
Introduction to Marketing Management	BUSM137	15	7	Elective	1	Semester 1
Research Design and Methods	GEG7135	15	7	Compulsory	1	Semester 2
Project Management	BUSM141	15	7	Elective	1	Semester 2
Funding and Financing in the Creative and Cultural Industries	BUSM161	15	7	Elective	1	Semester 2
Entrepreneurship	BUSM134	15	7	Elective	1	Semester 2
Leadership in the Social and Public Sectors	BUSM149	15	7	Elective	1	Semester 2
Organisational Development and Transformation	BUSM109	15	7	Elective	1	Semester 2
Dissertation in Heritage Management	BUSM168	45	7	Core	1	Semesters 2 & 3
Professional Practice in Heritage Management	BUSM166	15	7	Core	1	Semester 1 & 2
Leadership Seminar	BUSM167	0	7	Core	1	Semesters 1 & 2

Academic Year of Study PT - Year 1

Programme Title: MA in Heritage Management

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Heritage: History, Theory and Practice	BUSM162	30	7	Compulsory	1	Semester 1
Managing Heritages at HRP	BUSM164	30	7	Compulsory	1	Semesters 1 & 2
Leadership Seminar	BUSM167	0	7	Core	1	Semesters 1 & 2
Project Management	BUSM141	15	7	Elective	1	Semester 2
Funding and Financing in the Creative and Cultural Industries	BUSM161	15	7	Elective	1	Semester 2
Entrepreneurship	BUSM134	15	7	Elective	1	Semester 2
Leadership in the Social and Public Sectors	BUSM149	15	7	Elective	1	Semester 2
Organisational Development and Transformation	BUSM109	15	7	Elective	1	Semester 2

Academic Year of Study PT - Year 2

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Leadership Seminar	BUSM167	0	7	Core	2	Semesters 1 & 2
Ethnography of Communication - Foundations and Fieldwork	LIN7020	15	7	Elective	2	Semester 1
History of Cultural Industries	BUSM163	15	7	Elective	2	Semester 1
Organising in the Creative and Cultural Industries	BUSM165	15	7	Elective	2	Semester 1
Introduction to Marketing Management	BUSM137	15	7	Elective	2	Semester 1
Research Design and Methods	GEG7135	15	7	Compulsory	2	Semester 2
Funding and Financing in the Creative and Cultural Industries	BUSM161	15	7	Elective	2	Semester 2

## Programme Title: MA in Heritage Management

Module Title	Module Code	Credits	Level	Module Selection Status	Academic Year of Study	Semester
Entrepreneurship	BUSM134	15	7	Elective	2	Semester 2
Leadership in the Social and Public Sectors	BUSM149	15	7	Elective	2	Semester 2
Organisational Behaviour	BUSM069	15	7	Elective	2	Semester 1
Project Management	BUSM141	15	7	Core	2	Semester 2
Dissertation in Heritage Management	BUSM168	45	7	Core	2	Semester 2 & 3
Professional Practice in Heritage Management	BUSM166	15	7	Core	2	Semesters 1 & 2

### What Are the Entry Requirements?

Normally a degree of least a 2:1 level for UK applicants and equivalent for overseas students, in any discipline, or an equivalent professional qualification.

For students whose first language is not English, we shall require an IELTS 7, with a 6.0 in Writing.

### How Do We Listen and Act on Your Feedback?

There are both formal and informal channels of feedback within the School.

Each PGT programme has a dedicated Programme Director who also acts in most instances as the Academic Advisor for students in that programme. Students are introduced to their Programme Director during the induction week and are encouraged to approach them for academic advice or to discuss issues and/or concerns during their time of study.

Students may also speak with or write to the Director of Taught Programmes about their issues and concerns or to provide feedback.

The Staff-Student Liaison Committee (SSLC) provides a formal means of communication and discussion between schools/institutes and its students. The Committee consists of student representatives from each programme in the School together with appropriate representation from staff within the school. It is designed to respond to the needs of students, as well as act as a forum for discussing programme and module developments. The School's Staff-Student Liaison Committee meets formally once each semester. The minutes of the meetings are published to the School and the action points for these are noted and responded to accordingly.

Feedback from SSLC meetings, module evaluations and the PTES results are also considered by the School's Teaching and Learning Committee which has oversight on matters relating to the delivery and quality of taught programmes at School level. The School operates a structure to address complaints raised by students and students can directly approach the Head of School if they deem every other channel as not having served their purpose. This information is available to students via the Student handbook, the Virtual Learning Environment and the School's website.



## Programme Title: MA in Heritage Management

All schools/institutes operate an Annual Programme Review (APR) of their taught undergraduate and postgraduate provision. APR is a continuous process of reflection and action planning which is owned by those responsible for programme delivery; the main document of reference for this process is the Taught Programmes Action Plan (TPAP) which is the summary of the school/institute's work throughout the year to monitor academic standards and to improve the student experience. Students' views are considered in this process through analysis of the PTES and module evaluations.

HRP will also employ a Programme Director who will plan and develop course materials, teach on the programme, co-ordinate and give support to HRP staff in planning and delivering teaching and professional work experience, and liaise with QMUL staff, especially her/his fellow Programme Director. The Programme Director will respond to and advise students about any concerns that they may have regarding academic or professional work which is located at, or pertains to, HRP's palace sites.

### Academic Support

The School of Business and Management aims to provide a high quality teaching and learning environment. Teaching will be by research-oriented staff complemented where appropriate by Associate Lecturers, who will combine specialist knowledge of their subject with a critical attitude to its delivery, and by academically qualified members of staff from HRP. Students will, accordingly, be working in a challenging, supportive environment.

The induction week prior to the start of Semester A provides introductory talks on all of the services and support mechanisms available within the School and College.

Students on this programme will be supported by the individual staff members running modules on this program in terms of immediate advice on a specific module: course content, assignments and exam structure. Students are also assigned an academic advisor whom they are encouraged to consult for academic related support and a dedicated supervisor for their core dissertation module. Beyond this, the administrative staff also provide support services for non-academic matters.

The School uses various channels of communication to provide updates on teaching timetables, module information, events and support services (e.g. Plasma Screens, notice boards, Virtual Learning Environment).

### Programme-specific Rules and Facts

### Specific Support for Disabled Students

Queen Mary has a central Disability and Dyslexia Service (DDS) that offers support for all students with disabilities, specific learning difficulties and mental health issues. The DDS supports all Queen Mary students: full-time, part-time, undergraduate, postgraduate, UK and international at all campuses and all sites.

Students can access advice, guidance and support in the following areas:

- Finding out if you have a specific learning difficulty like dyslexia
- Applying for funding through the Disabled Students' Allowance (DSA)
- Arranging DSA assessments of need
- Special arrangements in examinations and guidance for examiners
- Accessing loaned equipment (e.g. digital recorders)
- Specialist one-to-one study skills tuition
- Ensuring access to course materials in alternative formats (e.g. Braille)
- Providing educational support workers (e.g. note-takers, readers, library assistants)

Programme Title: MA in Heritage Management

• Access to specialist mentoring support for students with mental health issues and Autistic Spectrum Disorders.

### Links With Employers, Placement Opportunities and Transferable Skills

This programme has been designed in conjunction with Historic Royal Palaces, and placements form an integral part of the programme. HRP staff will be delivering modules and contributing to leadership seminars throughout the programme.

## Programme Specification Approval

**Person completing Programme Specification**

Emm Johnstone

**Person responsible for management of programme**

Colleen Cotter and Frances Bowen

**Date Programme Specification produced/amended  
by School Learning and Teaching Committee**

4 Jul 2017

**Date Programme Specification approved by  
Taught Programmes Board**