University for the Creative Arts

PROGRAMME SPECIFICATION 2015/16

SECTION A - KEY COURSE INFORMATION

Final Award Title and Type	MBA Creative Industries Management			
Course Title	MBA Creative Industries Management			
Mode of Study	Full-time	x	Part-time	x
Language of Study	English			
Course Location/Campus	Epsom			
UCAS Code (*UG programmes only)*				
Date of Initial Validation	September 2008			
Date last periodically reviewed or revalidated *Leave blank if not applicable*	April 2012			
Document Version Date[1]	10-03-2014			

Professional Accreditation	Yes		No	
Name of Professional, Statutory or Regulatory Body if the course is professionally accredited:				
Type of Accreditation:				
Date of last accreditation by professional/statutory body (*if applicable)*				

SECTION B – RATIONALE

Admission to the Course

Entry criteria[2]:

- A good Honours degree (normally 2:1 or above) or equivalent qualification in your chosen subject or a related discipline, and;

- Two years' relevant work experience, demonstrating your ability to study at postgraduate level

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[1] The date this version of the programme specification was approved by the School Board (for minor changes) or validation/review panel.
[2] This should be the standard University Criteria unless otherwise approved by the Academic Board

<u>Minimum English language requirements:</u>

If your first language is not English a certificate is required as evidence that you have an average IELTS score of 6.5 or equivalent. If you are applying as an international student from a country outside the EU and require a visa to study in the UK, you will also need a minimum of 6.0 in each individual component.

You may be offered a place on a course on the condition that you improve your English language and study skills. We offer pre-sessional English language courses which can improve your IELTS score by a maximum of 1.0 and 0.5, or equivalent

Entry Profile

Target Market (characteristics of typical entrants)

A good Honours degree (normally 2:1 or above) or equivalent qualification in your chosen subject or a related discipline and;

Two years' relevant work experience, demonstrating your ability to study at postgraduate level

The course targets and attracts professionals from both the creative industries and other sectors, who demonstrate a clear passion and commitment to the success of creative businesses through the business of being creative.

Potential career paths for graduates of this course:

Graduates from the MBA are working in diverse and interesting careers around the world including:

Design and Design Management

Ogilvy, Bangalore
Trip Advisor, London
Film Industry, Shanghai
Film Industry, China
Digital Marketing Analyst, New York
Marketing Director, Mozambique
Theatre Manager, Maidstone

Government and Projects

Government Department (Creative Business Development) Taipei
Government funded Creative Business Support project, London

Consultancy

Creative Business Consultancy
Creative Social Responsibility

SECTION C - COURSE STRUCTURE AND DIAGRAM

The structure of postgraduate taught courses is informed by the University's Common Credit Framework.

For the award of a Master of Business Administration, students must achieve a minimum of 180 credits at Level 7.

The exit award of a Postgraduate Diploma is available for those students who leave the course early, having successfully completed a minimum of 120 credits at Level 7.

For the award of a Postgraduate Certificate, students must achieve a minimum of 60 credits at Level 7.

MBA Creative Industries Management

The course runs from September to September in Full-Time and Part-Time modes.

Full-time mode (45 weeks, 1 academic year)

Semester 1 (15 Weeks)	Semester 2 (15 Weeks)	Semester 3 (15 Weeks)
ECIM7001 **Unit 1.1** Creative Industries Context (10 credits) **ECIM7002** **Unit 1.2** Creativity (10 Credits) **ECIM7003** **Unit 1.3.1** Finance Principles (10 credits**)** **ECIM7004** **Unit 1.3.2** People Principles (10 Credits) **ECIM7005** **Unit 1.3.3** Management Principles (10 credits) **ECIM7006** **Unit 1.3.4** Marketing Principles (10 Credits) Units 1.1 and 1.2 run concurrently Units 1.3.1, 1.3.2, 1.3.3 and 1.3.4 run concurrently	**ECIM7007** **Unit 2.1** Leadership, Entrepreneurship and Innovation (30 credits) **ECIM7008** **Unit 2.2** Strategy and Live Industry project (30 credits) Units 2.1 and 2.2 run concurrently	**ECIM7009** **Unit 3.1** Individual Applied Research Project (60 credits)

Part-time mode (135 weeks, 3 academic years)

Year 1

Semester 1 (15 Weeks)	Semester 2 (15 Weeks)	Semester 3 (15 Weeks)
ECIM7001 **Unit 1.1** Creative Industries Context (10 credits) **ECIM7003** **Unit 1.3.1** Finance Principles (10 credits**)** **ECIM7004** **Unit 1.3.2** People Principles (10 Credits) Units 1.3.1 and 1.3.2 run concurrently	**ECIM7007** **Unit 2.1** Leadership, Entrepreneurship and Innovation (30 credits)	

Year 2

Semester 1 (15 Weeks)	Semester 2 (15 Weeks)	Semester 3 (15 Weeks)
ECIM7002 **Unit 1.2** Creativity (10 Credits) **ECIM7005** **Unit 1.3.3** Management Principles (10 credits) **ECIM7006** **Unit 1.3.4** Marketing Principles (10 Credits) Units 1.3.3 and 1.3.4 run concurrently	**ECIM7008** **Unit 2.2** Strategy and Live Industry project (30 credits)	

Year 2

Semester 1 (15 Weeks)	Semester 2 (15 Weeks)	Semester 3 (15 Weeks)
ECIM7009 **Unit 3.1** Individual Applied Research Project (60 credits)		

SECTION D - COURSE AIMS

Course Aims

The aims of the MBA Course are to:

A1 To develop a comprehensive strategic management perspective that focuses on the methods and processes required by managers and directors in leading contemporary creative businesses.

A2 To develop a clear understanding of the relationships between creative and business disciplines within the wider socio-economic, political and cultural context, and to use this broader perspective to explore and implement integrated, innovative and sustainable approaches to business through decisive and empathetic management;

A3 To provide a context through case studies, practical application and periods of critical reflection for the synthesis of new knowledge within the context of current experience and thus extend the capacity to deal with complexity and ambiguity within creative industries management through the development and implementation of conceptual frameworks and contextual understanding.

A4 To develop a rich understanding of the role and potential of design methods and processes and how creative thinking and creative strategies can be implemented effectively within a business context to stimulate business growth.

A5 To develop effective communication strategies for a range of types of information by oral, written and visual means.

A6 To develop confidence in decision making and using independent judgement and to encourage self-awareness, leadership and a continued commitment to self-development.

SECTION E - COURSE OUTCOMES

- Demonstrate an in depth, conceptual and contemporary knowledge of the business and management principles, processes and techniques essential to Creative Industries development and the ability to assimilate, adapt and apply these in addressing identified complex business and management issues, problems and situations.
- Have developed a knowledge and understanding of creative business within the wider business, socio-economic, political and cultural contexts which influence the Creative Industries and be able to demonstrate the ability to evaluate, and interpret a wide range of types of data to explore and predict future scenarios and inform creativity and innovation in business.
- Demonstrate the ability to evaluate and synthesise personal and professional experience with new knowledge and contemporary theories, integrating theory and practice to inform decision-making within a creative business context and specifically in unpredictable management situations.
- Demonstrate the ability to conduct research into business and management issues using appropriate methodologies and to be both systematic and creative in the application of skills and knowledge, in order to be able to demonstrate strategic and tactical decision making with new or unexpected issues.
- Communicate complex information and ideas effectively to a range of audiences including creative, business and management contexts.
- Demonstrate independence, self direction and leadership in identifying, planning and implementing projects and ideas with clear strategic aims.

- Take personal responsibility for personal cognitive development and have developed

self awareness and be self sustaining in developing the skills and knowledge appropriate to managing and leading new and existing creative industries.

SECTION F - EXTERNAL REFERENCE POINTS

Subject Benchmark Statement

Benchmark standards

Master's degrees in the business and management field are awarded to students who have demonstrated during their programme:

- a systematic understanding of relevant knowledge about organisations, their external context and how they are managed
- application of relevant knowledge to a range of complex situations taking account of its relationship and interaction with other areas of the business or organisation
- a critical awareness of current issues in business and management which is informed by leading edge research and practice in the field
- an understanding of appropriate techniques sufficient to allow detailed investigation into relevant business and management issues page 7
- creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to develop and interpret knowledge in business and management
- ability to acquire and analyse data and information, to evaluate their relevance and validity, and to synthesise a range of information in the context of new situations
- conceptual understanding that enables the student to: evaluate the rigor and validity of published research and assess its relevance to new situations
- extrapolate from existing research and scholarship to identify new or revised approaches to practice
- ability to conduct research into business and management issues that requires familiarity with a range of business data, research sources and appropriate methodologies, and for such to inform the overall learning process
- ability to communicate effectively both orally and in writing, using a range of media
- operate effectively in a variety of team roles and take leadership roles, where appropriate.

Once they are in professional practice, master's graduates should be able to:

- consistently apply their knowledge and subject-specific and wider intellectual skills
- deal with complex issues both systematically and creatively, make sound in the absence of complete data, and communicate their conclusions clearly to a range of audiences
- be proactive in recognising the need for change and have the ability to manage change
- be adaptable, and show originality, insight, and critical and reflective abilities which can all be brought to bear upon problem situations
- make decisions in complex and unpredictable situations
- evaluate and integrate theory and practice in a wide range of situations
- be self-directed and able to act autonomously in planning and implementing projects at professional levels
- take responsibility for continuing to develop their own knowledge and skills.

(QAA Masters Degree in Business Management 2007 ISBN 978 1 84482 660 5).

SECTION G - SUMMARY OF DISTINCTIVE FEATURES OF THE COURSE

The special focus of the MBA

- The MBA Creative Industries Management course is a unique course pioneering an MBA programme with creativity as a core element
- The MBA programme will identify and analyse management and commercial methods for the creative industries and propose new models to exploit creativity in business, and business in creativity.
- The course targets and attracts professionals from both the creative industries and other sectors, who demonstrate a clear passion and commitment to the success of creative businesses through the business of being creative.
- This course explores methods and strategies to support sustained business growth through identifying business issues prevalent in the creative industries with proven business theory.

There is a need for tomorrow's directors within the creative industries to have considerable knowledge of the structure of the creative process, an appreciation of the nature of creative services and products combined with a clear understanding of commercial and business methods and processes. Historically creative practitioners have treated business management as peripheral to the core activity of creative activity in small creative focussed companies producing new ideas or products.

As a consequence these, companies have failed to be sufficiently outward looking in terms of identifying strategy and opportunities as well as lacking the inward focus needed to assess the implications of the efficiencies and costs associated with running an efficient and profitable creative business as opposed to a 'lifestyle' business.

SECTION H - LEARNING, TEACHING AND ASSESSMENT

Learning and Teaching

- The MBA Creative Industries Management course combines lecture based work with project-based activity. It is supported by lectures, seminars, tutorials, workshops, live industry projects and critiques. At postgraduate level, the student is expected to identify, develop and manage their own MBA projects and further develop the skills needed for autonomy of research. The MBA also requires students to complete a high level of written work and presentations.

- The ability of students to carry out independent research and to manage and appraise the development of their work is a defining attribute of the course. The progressive move from staff-directed to autonomous learning is an integral part of the structure of this course, and teaching and learning practices encourage students to develop the abilities of student-led or independent learning as thoroughly as possible.

- On-line teaching and learning support is provided principally through myUCA and e-mail. All MBA students receive an induction into the use of myUCA as part of their introduction to the course. It is the main means of communication between course staff and students providing timetable information, tutorial times and announcements. It also provides a database for MBA students containing course documentation, and links to web-based resources. In addition, e-mail is used as a means of communication and tutorial support, particularly for students following the part-time mode and those who may be working off-site for any period of time.

- PDP (personal development planning) is an intrinsic element of the approach to student learning on this course. Through each of three phases of the MBA course students have the opportunity to engage in activities that will assist them in identifying their skills and knowledge, reflecting on their achievement and relating this to their

career aspirations. Key elements of this are the core business units, the Live industry project and in the Individual Applied Research Project

- It is our aim to develop MBA students to a high level of competence in written, oral, practical and visual expression.

- Students gain credits through successful completion of units within the University's Common Credit Framework. Master of Arts (MBA) degrees will be awarded on the basis of meeting the credit requirements.

Library and Learning Services
Library resources for MBA Creative Industries Management.
The mission of the University's Library and Learning Service is:

"To stimulate and support teaching, learning and research in the creative arts"

through the provision of access to recorded knowledge, the facilitation of information discovery and the creation and dissemination of research.

Each course has a dedicated Faculty Librarian to assist students with research and equip them with the skills necessary to locate information independently. Faculty Librarians liaise with teaching staff on collection management, information literacy and curriculum planning. Working alongside the Faculty Librarians, a team of Study Advisors offers support for academic skills development (eg. time management, presentations, getting the most from lectures and seminars) and academic writing (eg. structuring, referencing). Both roles are discipline specific, enabling close relationships with course tutors and students.

The Library is formally represented on the Academic Board, the Academic Policy, Quality and Standards Committee, Learning, Teaching and Assessment Committee, Research and Enterprise Committee, Research Degrees Committee and their sub-committees. Library and Learning Services staff also attend School Boards of Study and Student Fora.

1. Books

1.1 General provision

Collectively the University's five libraries provide one of the most comprehensive visual arts resources in the region, offering access to over 252,000 print books and exhibition catalogues. In addition we provide access to nearly 50,000 electronic books and subscriptions to over 500 print and electronic journals. Users may borrow materials from all five sites. In addition, the University Library offers a document supply service to provide items not available from within the University collections. Purchasing policy is directed at acquiring key texts and recommended reading material, filling gaps in existing provision and re-orientating the collections so that they meet the needs of new courses. The Library stocks a wide range of books on aspects of management and the creative industries. There is also a large collection of books on other subjects relevant to the course, including marketing, branding, entrepreneurship, events management, design, craft, fashion and textiles, performance arts, graphic design, film and digital media, creativity and critical thinking. To support the course the library also subscribes to a number of online journal indexes and newspaper archives, e-books, e-journals, and business databases to give a current and historical perspective. More details of the electronic resources available to students are given in section 2.

1.2. Reading lists

Reading lists comprise set texts and additional material as notified by course staff and are categorised as Essential**,** Recommended or Supplementary Reading (HE undergraduate and postgraduate courses) and Recommended or Supplementary Reading (FE courses). The reading list policy has been re-designed and now offers an increased minimum

number of three copies of each Essential Reading List title (HE students) or Recommended Reading List title (FE students); additional copies are purchased in accordance with course numbers.

Each Library offers Reading List titles in electronic format, where available, through the development of its E-Book Collection.

Electronic reading lists are made available via the Library website to increase student awareness of this material, see http://community.ucreative.ac.uk/index.cfm?articleid=25783

2. Additional provision

2.1 Library Management System

The Library Management System offers 24/7 on and off-campus access to information on all library holdings. It includes features such as:

- A Virtual Library providing complete integration of the electronic books collection along with the physical holdings information. Ebooks can be viewed directly via the catalogue interface both on and off campus.
- Enriched content such as summary descriptions of books and DVDs, tables of contents and images of book and DVD covers.
- A 'Continue Search' function which carries the initial search across to Google Scholar if desired, thus encouraging students to start their search in the catalogue.
- Online reservations, renewals, and document supply requests.
- Books at any of the five sites may be requested by students and staff online via the catalogue. There is a system in place to transfer requested material between sites. Over 10,000 items a year are borrowed in this way. No charge is made for this service.
- An alerting service to email users when items on topics in their areas of interest have been added to the Library collection.
- New developments in the pipeline include a new 'Resource Discovery Interface' which has the ability to search print library holdings and library electronic resource collections, the catalogues of other libraries and selected websites. It also has "Google" type features such as "did you mean?" when typing errors are made in the search box, and predictive search text. It is also planned to integrate searching and viewing of online video content in the new Digital Off-Air Recording System from within the Library Catalogue.

2.1 Electronic resources

UCA Library has a broad range of electronic resources which are available to staff and students at all five sites. Most of this material can be accessed on and off campus 24 hours a day.
The electronic collections include:
- Nearly 50,000 academic electronic books.
- Over 5,000 full text electronic journal titles.
- The full text of most major UK daily newspapers, and some international titles.
- Access to over 1 million full text dissertations and theses from UK and international universities.
- An online music library containing over 400,000 tracks.
- Large collections of digital images, both still and moving.
- Electronic UK ordnance survey maps.
- Technical information, including Standards, for the building industry.
- Branding, marketing and business data services.
- A digitised archive of the Bodleian Library's world-renowned John Johnson collection, containing over 65,000 items of historical printed ephemera.
- Specialist art, graphic design and music reference material.

- Up-to-the minute fashion and textiles information services.
- Sound recordings including sound effects and oral history interviews with renowned artists, designers, photographers and architects.

A list of all resources can be viewed at
http://community.ucreative.ac.uk/index.cfm?articleid=20363

Those of particular relevance to MBA Creative Industries Management are:

Datamonitor 360
Business information on 10,000 companies, 2,000 industries and 50 countries across a wide range of industry sectors with SWOT analyses of each company.

Mintel Oxygen
Market intelligence reports, with detailed information on consumer buying patterns, product and service sector performance and emerging trends.

WGSN
Trend forecasting service covering fashion and design, with trade shows and news, catwalk collections, interiors and trend-led graphics.

WARC
Papers, case studies, research reports and news items providing information and insight to the global marketing, advertising, media and research industries. WARC includes the full text of a number of leading industry journals.

Academic OneFile
Indexes over 11,000 journal and newspaper titles, of which almost 5000 are in full text, covering a broad range of subjects including Social sciences, arts, business and marketing.

Proquest Dissertations and Theses
Access to full text dissertation and theses, offering a useful way to identify what research has previously been done in the subject area.

2.2 Visual Resources' Collections

The Visual Resources' collection comprises over 29,500 commercial DVDs and videotapes, off-air recordings (including Radio Recordings) obtained under licence, digital games, slides and audio resources. These may all be borrowed and include documentary programmes and collections of feature films on DVD and videotape. Both DVDs and videotapes are entered on the computer catalogue and may be viewed in the library or borrowed overnight to be viewed elsewhere.

Site by site, holdings are currently as follows:

- Farnham   -   over 14,300
- Epsom   -   over 5400
- Rochester   -   over 3900
- Maidstone -   over 3300
- Canterbury -   over 2300

Library staff are currently working on providing a digital solution for the delivery of our off-air service and collection. This is scheduled to be launched in early 2011.

3. Study facilities

The University Library service provides access to a range of integrated study facilities with access to the Study Advisory Service and Learning Support. The Library has 69 study spaces in the Study and Quiet Study Zones, with playback facilities for both videos and DVDs. The Library houses 36 computers in the e-Zone with access to the internet, wifi and printing and copying facilities across all floors.

4. Learning Support

Library and Learning Services aims to support students in their learning and research through an embedded programme of Information literacy and study advice. All First Year students receive an induction to the services and are introduced to their Faculty Librarian and Study

Advisor. They are also offered a basic essay or electronic resources workshop, and may also receive a number of other targeted lectures (i.e. plagiarism, academic writing) depending on the nature of the course.   Second year students are given a library workshop on dissertation research skills and are offered tutorials on a range of areas, i.e. reading and note taking, academic writing, time management and research skills (these are often referrals when the student is in danger of failing their course).

A Faculty Librarian is assigned to the MBA Creative Industries Management. This person is responsible for selection of appropriate stock, liaison with academic staff, attendance at School Board of Study and training in information literacy.

5. Study Advisory Service

The Study Advisory Service is a team of specialist tutors who provide academic guidance and support for all part time and full time students i.e.:
- Further Education
- Undergraduate (foundation degrees and BA courses, including Year O)
- Postgraduate (MA including PGCert and doctoral courses)

The Study Advisory Service supports students at UCA in three important areas of academic study (adapted from Lea and Street (1998)):

1. Negotiation of literacy practices (Ways of Being) by progressively gaining the confidence to contextualise and articulate practice e.g. encouraging students to take ownership of their learning and helping with any anxieties over their studies.

2. Acculturation into academic practices (Ways of Knowing), such as understanding and adopting academic conventions e.g. referencing according to UCA approved standards.

3. Supporting the development of transferable skills and encouraging independent learning (Ways of Doing) by improving students skills in the following areas:

   - Organisation e.g. time management
   - Research e.g. locating and evaluating appropriate resources
   - Communication e.g. academic writing and presentation skills

Delivery of the service is through**:**

- Individual and small group tutorials
- Timetabled lectures and workshops
- Targeted sessions

Study Advisors work in **collaboration** with**:**

- Academic staff
  - Consultancy role in Planning meetings, Validation and Subject Review.
  - Supporting the retrieval of failed units
- Academic support staff e.g. cross referral with dyslexia support, EAP tutors
- Faculty Librarians, through Information Literacy

Students can access the services through**:**

- Referral by Unit Assessment Feedback Sheets
- UCA referral systems (for retrieving failed units)
- Informal staff referral
- Cross referral by academic support staff
- Self referral

Students can find information and contact details for the services via**:**

- 'My UCA' (student portal)
- Study advisory links on Library and Learning Services website
- Notice boards and course documents
- Hard copy Study Guides available in Library and Learning Centres, Study Advice Service

More details about the Service and a range of Study Guides are available from
http://community.ucreative.ac.uk/index.cfm?articleid=25877

6. Opening hours

HE term time:

Monday - Thursday   9.00 am – 8.00 pm
Friday   9.30 am – 5.00 pm

HE vacation:

Monday – Friday   9.00 am – 5.00 pm

7. Recent Library service changes and initiatives

7.2 "*A Self-Service University Library – better for our students, better for our space"*

All five University Libraries provide Self-Service using RFID[3] technology, with kiosks operating alongside new security gates, people counters and a "roving" team of Customer Services staff dedicated to delivering a better quality reference and research support to our users.

7.3 Delivering excellence in customer service

The Customer Services Team achieved the Customer Services Excellence(CSE) Award, which recognises services that focus their delivery on timeliness, professionalism and positive staff attitude. The Customer Services team updated procedures, initiated new services and sought to be more transparent to users.
Developments included creating a new area on the website called "You and Your Library" housing customer comments, benchmarking data and a complaints procedure plus a customer focused version of the annual report and the new, highly visual "between the covers" newssheet. "Mystery shopping" exercises were conducted to test the Libraries' user friendliness.

7.4 Enriching collections

With the continued expansion of the University's Virtual Library, users now have access to over 5,000 e-journals and 62 electronic databases. Since its introduction in 2008, the e-books collection has grown to nearly 50,000 titles, which can be read through the catalogue interface, both on and off-campus. Reading list material for creative arts subjects limited, but more titles are becoming available each year and e-books are proving increasingly popular with academic staff and students. The e-book collection was accessed over 24,000 times in 2009-10, total loans for the period exceeded 323,000.

Further progress was made with the implementation of the Planet E-stream digital off-air recording system, which enables recording and storing of television broadcasts onto a computer server. Stored programmes can be searched and viewed both on and off-campus

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[3] **RFID** is the acronym for 'Radio Frequency Identification' and focuses on the automatic identification of objects. It works by automatically transmitting data from an item to a reader on a common radio frequency wavelength and is essentially a barcode that can talk via a wireless network.

via a standard web-browser, similar to YouTube, and live and recorded lectures, fashion shows and students' moving image artwork can be broadcast. Although technical and resourcing issues delayed the launch of Planet E-stream, a collection of core programmes is being recorded prior to going live in spring 2011.

In May 2010, the Library appointed a Visual Resources Digitisation Officer to take the "Imagio" project forward into the production phase by developing the UCA Image Bank: a bank of copyright cleared, quality digital images intrinsically linked to the courses taught at UCA. A number of collections of images are currently being acquisitioned, post-processed, copyright cleared and prepared for inclusion in the Image Bank, which is due to be launched in early 2011.

7.5 Enhancing discovery

As the Library's physical and digital collections continue to grow and encompass a wider range of formats, having the right tools for managing and discovering resources becomes more important. In 2009, a new Electronic Resource Management (ERM) system was implemented to provide a more-user friendly interface to the Library's collections, better reference linking and enhanced access to electronic journals. Additional customisation in 2010 has further enhanced the interface, which now mirrors the look and feel of the website and displays correctly in mobile phone web browsers, enabling library users to search the catalogue, place reservations and renew items whilst "on the move".

Behind the scenes, enhancements to the quality of the Library's catalogue have increased access to several subject areas, including artists' videos at Canterbury and fashion journals at Rochester. Centralisation of acquisitions processes has brought increased efficiency in delivering content to users and 65% of material is now delivered "shelf-ready" to the Library.

7.6 Contributing to teaching, learning and research

The department's activities continued to expand through the leadership of a number of teaching, learning and research projects and the development of new academic practice. Staff have been successful in a number of applications for internal and external funds and are working in partnership with colleagues across UCA and in the wider community, helping to raise the profile of the University at a national and international level. A number of projects are highlighted below; information about the full range of 2009-10 LLS and VADS projects is contained in the Library and Learning Services Annual report 2009-10.

7.6.1 Working in partnership to deliver "Just in time"
Internally, the new structure has fostered collaboration within and outside the department on key areas of academic development.

A comprehensive review of the Study Advisory Service resulted in a revised delivery model which maximises the resource available and ensures greater parity across all sites. Outcomes included a Statement of Service detailing the offer for students and staff; a more consistent pattern of service hours across the five campuses and additional funding to run a small scale pilot in 2010-11 supporting FE study skills through the Study Advisory Service

The Learning and Research Services team formed a Skills Integration Task group to create a new framework for information/ academic literacy which can be integrated in course documentation and aligned to course learning outcomes. The group, which comprises study advisors, faculty librarians, academics and Student Development Services (SDS) staff, will build on the research outcomes from the LLS Mapping the Territory project[4] and will explore the effectiveness of different models of delivery in this key area.

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[4] **"Mapping the Territory** "was a collaborative project involving Librarians, Study Advisors and Academic staff. The project sought to establish a new pedagogy for information literacy (particularly in the context of continuing Googlisation) strongly linking the specific information skills taught in library workshops to employability and student retention.
Mapping the Territory: a new direction for information literacy in the digital age. Annemarie Mckie, Journal of Learning Development, 2009 (2)

The Learning and Research Services team have also started to develop a suite of 'anytime, anywhere' online resources to offer more varied, flexible modes of delivery. Research grants from the University's Learning and Teaching fund have supported the development of two online tutorials: Cog-ignition and InCite. Cog-ignition introduces students to the research process, highlighting the importance of research for practice based students. InCite is an interactive tutorial on referencing which enables visual arts students to understand both why referencing is necessary and how to reference using the Harvard method. Both these tutorials can be accessed through the LLS website.

7.6.2 From KULTUR to UCA Research Online
The JISC funded Kultur project ended in 2009 with the launch of a new model for an institutional repository for the visual arts. The Kultur model expands the capacity of institutional repositories to manage complex multimedia outputs and makes it possible for arts researchers to store and showcase their work The University's own repository: UCA Research Online was formally launched at the Research Conference in London in April 2010. A suite of policies and procedures governing UCA Research Online were approved by the Research and Enterprise Committee in June 2010. Material from the RAE 2008 has now been uploaded into the repository and an ongoing advocacy programme has seen the number of items deposited by academic staff double since April 2010.

7.6.3 UCARIS
Following a successful bid to the University's Strategic Development Fund, the department is leading the development of a comprehensive research information system capable of producing the research output data required for the REF submission and other purposes: UCARIS. The system will be based on a centralised database "warehouse" incorporating multiple databases from UCA. The project is expected to last three years (September 2010-August 2013) from the planning stage to the release and implementation of the system, allowing sufficient time for the University to be fully prepared for the REF in 201

7.6.4 VADS
In October 2009, VADS was awarded funding under the Joint Information Systems Committee (JISC) E-Content Programme for the Look-Here Project, which aims to establish a sector wide community of expertise in the creation, management and use of digitised library, museum, and archive collections. The project is scheduled to run from November 2009 to February 2011.

During 2009-10, VADS also hosted a number of seminars for "Kultur II", the group established to continue the developments achieved through the successful Kultur project. The University of Southampton funded the seminar programme which has resulted in an expansion in the membership of Kultur ll, which now includes over 12 institutions and 4 bodies with more than 40 delegates and has resulted in the recent successful application for JISC funding for the Kultivate[5] project.

During the course of the year, VADS added a number of nationally important

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[5] The overarching aim of KULTIVATE is to support and enhance the deposit process thereby facilitating the transition towards more open, discoverable and accessible creative and visual arts research. Building on the highly successful KULTUR project, KULTIVATE will share and support the application of best practice in the development of institutional repositories that are appropriate to the specific needs and behaviours of creative and visual arts researchers. KULTIVATE will adopt the same partnership approach as KULTUR. The Visual Arts Data Service (VADS) will lead the project and partners include UCA (lead partner), University of the Arts London, University of Southampton, Royal College of Arts, Goldsmiths College, Arts University College Bournemouth, University of the West of England, Norwich University College of the Arts, GuildHE, University College Falmouth and the Glasgow School of Art.

collections to its repository. VADS also hosted and presented papers at a number of conferences and workshops.

7.7 **Quality Assurance**

In our second year as a University, overall student satisfaction with Library and Learning Services has reached the highest ever level at **91%,** building on consistently high returns since merger in 2005. Satisfaction rates have increased in every category over the five year period. In 2009-10, for the first time, all six of the Key Performance Indicators (KPIs) relating to library services attracted satisfaction scores of 80% or above, and five were over 85%.

Learning Resources was also the best performing category for UCA overall in the National Student Survey (NSS). As in previous years, the Library was the major contributor to this success, maintaining a five year position above the national HEI average for satisfaction with library resources and services. In 2009-10, the 86% student satisfaction rate placed UCA 6% above the national HEI average and in the top quartile of HEIs in the UK against this performance indicator for the majority of our courses.

Evidence from the benchmarking data (SCONUL, the NSS and UCA's own student satisfaction survey) indicates above sector average performance not only in relation to overall student satisfaction with Library and Learning services, but also in Library use and the Library's contribution to student learning.

Conclusion

The activities described highlight the scope and innovation of professional practice within Library and Learning Services and demonstrate the department's contribution to the academic progress of the University.
Head of Library &
Learning Services   Rosemary Lynch BA (Hons), MA Lib, MCLIP
Faculty Librarian   Georgia Wyver BA (Hons), MA, MCLIP, FHEA
Study Advisor   Tracey Ashmore MA, PGC, Cert.Ed.

Assessment Strategies

- Assessment has a key role to play as part of a series of strategies that support critical and reflective practice. Assessment points provide clear stages of major review and reference for students and opportunities for guidance on both the quality of work in relation to masters level benchmarks and specific insights into the specific considerations of individual research projects. It therefore provides an invaluable learning tool that enables students to evaluate their performance and progress in both general and specific terms.

- Final unit assessments also ensure that those passing the individual units and achieving the final MBA award have achieved standards commensurate with the nationally defined expectations for academic awards at this level.

- The assessment strategy for the MBA course is concerned with student development in two areas; your understanding of bodies of knowledge and the application of a range of advanced skills in the deployment of this knowledge. The bodies of knowledge can be categorised briefly as follows; contexts and concepts (critical, historical, cultural and professional), methodological (research methods and processes), and technical. The applied skills that need to be demonstrated by a masters student are analysis and interpretation, creativity and innovation, technique, communication and independence.

- The development of applied skills is progressive throughout the course structure and so these are evident in all units to a greater or lesser degree. In both cases, knowledge and applied skills, the specific requirements for assessment are

articulated in the unit assessment criteria.

- The relationship between learning outcomes, assessment criteria and marking descriptors at each phase of the course ensures a focus on method and process as appropriate to the overall course learning outcomes. Each unit has stated integrated outcomes combining both knowledge and the deployment of skills. The assessment criteria for each unit are always set out in accordance with the structure outlined above, as such they breakdown your demonstration of learning into a series of separate elements. In order to make clear this relationship learning outcomes are mapped against assessment criteria in each unit descriptor.

All courses use feedback indicator sheets to clarify and guide the deliberations of assessors and to enable this evaluation process to be accessible to students and also capable of providing essential feedback. Assessment is seen as being constructive and the emphasis is always on personal development.

Short periods of exchange are possible with partner institutions in the EU and further afield. These are arranged through UCA's study abroad office. Due to the short length of the MA course, we normally recommend that exchanges are no longer than 6 or 7 weeks duration.

All MBA students undertake a 10 week Live Industry Project and are encouraged to participate in shorter exchanges and internships where possible in order for students to gain additional experience of working outside the university and to help make meaningful industry contacts.

SECTION I - ENHANCING THE QUALITY OF LEARNING AND TEACHING

The course is subject to the University's rigorous quality assurance procedures which involve subject specialist and internal peer review of the course at periodic intervals, normally of 5 years. This process ensures that the course engages with the national Subject Benchmarks in Art & Design and references the National Framework for Higher Education Qualifications.

In addition all courses are monitored on an annual basis where consideration is given to:

- External Examiner's Reports
- Key statistics including data on retention and achievement
- Results of the Student Satisfaction Survey
- Feedback from Student Representatives

MBA CIM Table of units

Unit Name	Unit Code	Credit Level	Credit Value	Is the Unit already validated or new?	Is the Unit Core or Elective	If Elective is the Unit the most popular choice for students?
Creative Industries 1 - Context	ECIM7001	7	10	Validated	Core	Yes
Creativity	ECIM7002	7	10	Validated	Core	Yes
The Creative Industries Core - Accounting and Finance Principles	ECIM7003	7	10	Validated	Core	Yes
The Creative Industries Core – People Principles	ECIM7004	7	10	Validated	Core	Yes
The Creative Industries Core – Management Principles	ECIM7005	7	10	Validated	Core	Yes
The Creative Industries Core – Marketing Principles	ECIM7006	7	10	Validated	Core	Yes
Leadership, Entrepreneurship and Innovation	ECIM7007	7	30	Validated	Core	Yes
Strategy and Live Industry Project	ECIM7008	7	30	Validated	Core	Yes
Individual Applied Research Project	ECIM7009	7	60	Validated	Core	Yes