

MA Creative and Cultural Entrepreneurship

Programme Specification

Awarding Institution:

University of London (Interim Exit Awards made by Goldsmiths' College)

Teaching Institution: Goldsmiths, University of London

Final Award: MA – Master of Arts

Programme Name:

MA Creative and Cultural Entrepreneurship (Fashion)

MA Creative and Cultural Entrepreneurship (Fashion Management)

MA Creative and Cultural Entrepreneurship (Media and Communications)

MA Creative and Cultural Entrepreneurship (Music)

Total credit value for programme: 210

Name of Interim Exit Award(s):

Postgraduate Certificate in Creative and Cultural Entrepreneurship (Fashion)

Postgraduate Certificate in Creative and Cultural Entrepreneurship (Fashion Management)

Postgraduate Certificate in Creative and Cultural Entrepreneurship (Media and Communications)

Postgraduate Certificate in Creative and Cultural Entrepreneurship (Music)

Total 60 Credits

Postgraduate Diploma in Creative and Cultural Entrepreneurship (Fashion)

Postgraduate Diploma in Creative and Cultural Entrepreneurship (Fashion Management)

Postgraduate Diploma in Creative and Cultural Entrepreneurship (Media and Communications)

Postgraduate Diploma in Creative and Cultural Entrepreneurship (Music) Postgraduate

Total 120 Credits

Duration of MA Programme: 15 Months Full Time, 27 Months Part Time

UCAS Code(s): Not applicable

HECoS Code(s):

(101221) Enterprise and Entrepreneurship 80%

(101361) Creative Arts and Design 20%

QAA Benchmark Group: Not applicable

FHEQ Level of Award: Level 7

Programme accredited by: Not applicable

Date Programme Specification last updated/approved: March 2026

Home School: School of Creative Management Studies

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

Depending on pathways, there is involvement from the School of Design; the School of Media, Communications and Cultural Studies; or the School of Music, English and Theatre (subject: Music)

Programme overview

This Masters programme, with an exit route at Postgraduate Certificate and Diploma level, is attractive to undergraduates and professionals who have studied or are working an area of cultural and social innovation, creative study/practice, such as music, media, or have a studied business or management studies, or are working in a creative enterprise and who wish to either:

- Develop an enterprise arising from an existing cultural practice. These enterprises will be varied and may relate directly to a 'product' or 'process' arising from your practice or to a form of 'expertise', 'consultancy' or 'knowledge';
- Work as an 'intrapreneur', improving existing enterprises and developing stronger impact from the processes;
- To understand how to create the infrastructure and environment for new creative, cultural enterprises to flourish in a variety of context e.g. city, rural, regional, national and global.

Specialist pathways with named awards allow you to develop understanding and focused approaches to creative entrepreneurship in the discipline areas:

- MA Creative and Cultural Entrepreneurship Fashion Pathway encourages the development of your critical approach to Fashion and in particular looks at sustainability and the importance of understanding the values system within Fashion and how new approaches to Value and Values can be applied.
- MA Creative and Cultural Entrepreneurship Fashion Management Pathway develops your skills in working with fashion designers and makers, developing strategies to manage both the creative and the designed outputs. It develops a criticality of the fashion process as well as developing new approaches to Fashion Management.

- MA Creative and Cultural Entrepreneurship Media and Communications Pathway develops your theoretical understanding of key critical concerns in Media and Communications enterprises.
- MA Creative and Cultural Entrepreneurship Music Pathway develops your understanding of cultural theory and music, emphasising how research contributed to the study of the music industry and its audiences as well as emergent enterprises.

The programme will be equally attractive to applicants from the UK and globally, with a clear target audience of people who wish to explore whether developing and running a creative enterprise is appropriate for you. It is possible that applicants may be employed in roles that encompass areas of policy development in relation to the Creative Industries or as part of the ecosystem of enterprise support locally or globally. It will also appeal to people who have created an enterprise and are looking for critical insights in to sustaining this.

In addition, the programme is designed to attract early career professional working in the creative and cultural industries, social innovation or running or working in SMEs who may wish to do all or part of the programme. Some of the programme's modules are designed to be free-standing Continuing Professional Development modules offered by Goldsmiths.

A strength of the programmes is that the cohort has a range of subject specialisms and experiences, this enhances the peer learning and network. You will benefit from studying in the interdisciplinary environment of Goldsmiths and in London, one of world's leading cities, where creative and cultural industries and social innovation play a major part in the economy and in the fabric of society.

In order to develop you as strong reflective practitioners, this master's degree is taught in partnership by a number of Schools and Subjects within Goldsmiths through Pathways and with key individuals and organisations in the creative and cultural industries both from the UK and globally.

The educational aims of this programme are informed by Goldsmiths' and our partner institutions' declared focus on 'the study of creative, cultural and social processes'. Our collective approach is to integrate entrepreneurship within the development of creative practices and to take an innovative approach to the development of new businesses and the infrastructure that support them. We aim to develop the global creative economy through developing new forms of creative sustainable business models as well as gaining understanding of the barriers to the growth and sustainability for creative enterprises.

This programme is designed to allow you to continue to innovate in an equitable way– the sector, new products, services, processes or business models, and to provide the requisite business/ entrepreneurial skills and attributes to commercialise your creative and cultural

practices and/or knowledge. You will apply creative and critical thinking develop innovative business models. You will be able to build on a historical and theoretical understanding of forms of capital and how they relate to creative enterprise and creative industries and the development of a cultural economy to create your own creative initiatives, which might be research-based, policy-based, practice based, or a combination of both.

The programme aims: To enable you to build on your existing experience to develop entrepreneurial knowledge and skills within creative areas;

- To develop a criticality of the creative industries and consider new, sustainable and ethical solutions for enterprise practice within them;
- To enable you to be able to analyse critically the entrepreneurial potential of an organisation.
- To provide the context for you to develop your own projects (research based or practical) in an environment where you will receive expert academic and practitioner supervision.
- To enable you to both engage with the key issues of the discipline and provide them with a body of work that can be used to develop a career within your chosen sector, by undertaking a dissertation or practice-based project portfolio;

How you will learn

Methods

Goldsmiths recognises the importance of supporting your learning with high-quality teaching on a predominantly group seminar/workshop basis with significant levels of individual tutorial support, particularly for independent projects. A significant amount of the learning will be delivered through peer-to-peer learning, problem-solving workshops, group projects and activities this are designed to develop your individual communication skills and an experience similar to that of the workplace environment as most organisations in the sector work in task-based teams. We ensure that the assessments are situated in both the learning and application of learning in future careers,

We expect you, if you are a full-time student on the MA, to spend up to 35 hours per week engaging in your studies, in a combination of group study, independent study and peer support. The balance of these activities will vary from term to term depending on the modules you will be studying at the time.

We support you to develop strong skills as critical friends and mentors for your peers. Supportive groups evolve through the programme and sustain beyond graduation. We have developed an approach to group learning that supports you to be confident, adaptable and develop your leadership and entrepreneurial potential. Supporting your 'critical and creative thinking, complex problem solving, effective communication, collaboration, self-directed and lifelong learning and responsible citizenship' (Koh, 2017).

The programme's teaching methods are designed to be inclusive and take a Commons approach (Glowacki-Dudka, Murray, and Concepción, 2012); they have been co-designed with global industry professionals, and we have tested materials and approaches with neurodiverse students. The approach challenges traditional hegemony, we use Team Teaching (Buckley, 1999) and our academic team works to facilitate learning together (Cohen 1990) ensuring diverse voices and experiences are valued equally in the learning.

Learning Opportunities

Expertise is provided by staff in all participating Schools who are not only dedicated, experienced lecturers but also distinguished practitioners and researchers in their own right, working in national and international contexts. This programme draws on a pool of visiting practitioners, academics and those working in creative cultural and social enterprises to provide a breadth of expertise and contact with current practice. This enables you to reflect on your study with professional creative and social entrepreneurs.

Studying Cultural, Social and Creative Entrepreneurship in London

The UK is also the largest exporter of Cultural Goods and Services in the world by percentage of its GDP. Many of these organisations are based in London, although the programme will also draw on relationships with creative organisations across the UK. These organisations provide a unique research and study resource. In addition, there are also further publicly accessible subject specific resources within industry support organisations such as – the Impact Hub network, 'Creative Clusters', business support agencies and regional development agencies both national and international.

International Perspective

Many students on the Programme come from overseas and make a valuable contribution to the learning environment by providing an international perspective on cultural, creative and entrepreneurial issues from their respective countries. In addition, staff have considerable expertise and experience of working and researching internationally in areas that are directly relevant to the programme.

Programme entry requirements

This Master's Programme is aimed at recent graduates and those already working within creative industries. You should have an undergraduate degree in the social sciences, arts, design or humanities including the creative areas of fashion, music, film, video or media or in management or business studies, where you have not gained a first degree in the Pathway subject, you will be expected to have gained 3 years industry experience in the Pathway to be able to meet the knowledge level requirements of the Pathway.

It is likely that candidates will have already acted on an interest in developing an entrepreneurial approach to your own practice or that of colleagues (as part of a team), or an interest in developing the creative and cultural industries infrastructure of a town/city/region.

A lower-second class (2.2) Honours degree or its equivalent in a relevant discipline (outlined above) is normally required, applicants should demonstrate your own entrepreneurial potential through having initiated projects or gained insight in to how your sector works through practice.

Applicants without a first degree in the pathway subject, but who are able to demonstrate professional experience of working in or running your own creative enterprise and understanding of the discipline will be considered.

Applicants whose first language is not English will have to achieve a score of IELTS 6.5 or more (with a 6.5 or more in writing and listening) and will be encouraged while studying to use the resources of the Centre for Academic Language and Literacies (CALL).

Applicants who have significant (5 years plus) experience in the cultural or creative industries, but no first degree will also be considered, and your ability to cope with the breadth of academic writing will be assessed.

Applicants will be required to write a proposal of your area of interest and an outline of your entrepreneurial idea. Advice will be given at Open Days and pre-arrival from academics on the programme about the pathway choices.

Applications from people without formal qualifications in the chosen pathway should demonstrate professional experience in the written application. Applicants for the Fashion pathway will be required to include a portfolio with the application.

All applicants are required to submit a short pitch either as a paragraph or a short, filmed pitch, lasting no more than 3 minutes.

Programme learning outcomes

Students who exit the programme at Postgraduate Certificate stage, or who elect to solely study for a Certificate will be supported to choose two 30 credit modules and will leave able to demonstrate:

Knowledge and understanding

Code	Learning outcome	Taught by the following module(s)
A1	have an informed critical purchase on the forms and formations of the creative industries and social enterprise sector – practices and organisation - through both primary engagement with, as well as through writings about the creative industries and social innovation.	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling
A2	inform and shape their various practices (as entrepreneurs, intrapreneurs, leaders, practitioners, policy makers etc.) in response to contemporary and emergent developments in the industries	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling
A3	understand the complex relationship between theory and practice within the development of cultural industries and social innovation in different cultural contexts	<ol style="list-style-type: none"> 1. Theories of Capital 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
A4	understand the key elements that contribute to creating a physical and economic environment/infrastructure conducive to developing creative and cultural industries and social enterprises.	<ol style="list-style-type: none"> 1. Theories of Capital 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors

Cognitive and thinking skills

Code	Learning outcome	Taught by the following module(s)
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B1	develop a reflective approach to the development of their practice	<ol style="list-style-type: none"> 1. Pathway Practice 2. Entrepreneurial Modelling
B2	analyse political, economic, social and technological contexts in relation to developing a cultural or social enterprise	<ol style="list-style-type: none"> 1. Theories of Capital 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors

Subject specific skills and professional behaviours and attitudes

Code	Learning outcome	Taught by the following module(s)
C1	demonstrate independence and integrity in developing ideas*	<ol style="list-style-type: none"> 1. Pathway Practice 2. Entrepreneurial Modelling
C2	apply entrepreneurial approaches to creative, social and cultural projects	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C3	demonstrate an understanding of different business models to establish and sustain a creative and social enterprise*	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C4	employ effective business (and other) communication skills*	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C5	create a business plan*	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling
C6	develop and employ learning strategies for the ongoing acquisition of skills and knowledge*	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production

		within the creative and social enterprise sectors
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Transferable skills

Code	Learning outcome	Taught by the following module(s)
D1	skills marked with an * in the sections above are considered to constitute transferable skills	As above

Students who successfully complete the Postgraduate Diploma in Creative and Cultural Entrepreneurship (all pathways) will have demonstrated an ability to:

Knowledge and understanding

Code	Learning outcome	Taught by the following module(s)
A1	have an informed critical purchase on the forms and formations of the creative industries and social innovation – practices and organisation - through both primary engagement with, as well as through writings about the creative industries	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
A2	inform and shape their various practices (as entrepreneurs, intrapreneurs, leaders, practitioners, policy makers etc.) in response to contemporary and emergent developments in the industries.	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
A3	understand the complex relationship between theory and practice within the development of cultural industries and	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling

	social enterprises in different cultural contexts	4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
A4	understand and evaluate contemporary approaches to the development of cultural, social and creative products/processes – including their own*	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
A5	understand the key elements that contribute to creating a physical and economic environment/infrastructure conducive to developing creative, social and cultural industries	<ol style="list-style-type: none"> 1. Theories of Capital 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
A6	use advanced methods and critical analysis tools research and use social impact tools. (Social Innovation Pathway)	1. Pathway Practice

Cognitive and thinking skills

Code	Learning outcome	Taught by the following module(s)
B1	develop a reflective approach to the development of their practice	<ol style="list-style-type: none"> 1. Pathway Practice 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
B2	analyse political, economic, social and technological contexts in relation to developing a cultural or social enterprise	<ol style="list-style-type: none"> 1. Theories of Capital 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within

		the creative and social enterprise sectors
B3	analyse the inter-relationship and inter dependence of varying disciplines and entrepreneurship	<ol style="list-style-type: none"> 1. Pathway Practice 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors

Subject specific skills and professional behaviours and attitudes

Code	Learning outcome	Taught by the following module(s)
C1	demonstrate independence and integrity in developing ideas*	<ol style="list-style-type: none"> 1. Pathway Practice 2. Entrepreneurial Modelling
C2	apply entrepreneurial approaches to creative, social and cultural projects	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C3	demonstrate an understanding of different business models to establish and sustain a creative and social enterprise*	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C4	work effectively as a member of a team and/or as a leader in developing an entrepreneurial approach to a project	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C5	employ effective business (and other) communication skills*	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within

		the creative and social enterprise sectors
C6	create a business plan*	1. Entrepreneurial Modelling
C7	develop and employ learning strategies for the ongoing acquisition of skills and knowledge*	1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C8	summarise arguments of varying degrees of complexity and to present summaries in written form, indicating key issues and priorities for more detailed consideration*	1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C11	Apply rigorous critical and strategic methods and processes and management techniques in collaboration with fashion designers. (Fashion Management Pathway)	1. Pathway Practice
C12	apply rigorous analytical and critical methods appropriate to recent media and communication developments and trends (Media and Communications Pathway)	1. Pathway Practice
C13	apply rigorous analytical and critical methods appropriate to recent and contemporary music (Music Pathway)	1. Pathway Practice
C14	carry out clearly defined and original projects using appropriate research methods and synthesising source materials. *	1. Pathway Practice 2. Entrepreneurial Modelling

Transferable skills

Code	Learning outcome	Taught by the following module(s)
D1	skills marked with an * in the sections above are considered to constitute transferable skills	As above

By fully participating in the programme to complete the MA Creative and Cultural Entrepreneurship students will have developed knowledge and understanding and will be able to:

Knowledge and understanding

Code	Learning outcome	Taught by the following module(s)
A1	have an informed critical purchase on the forms and formations of the creative industries sector – practices and organisation - through both primary engagement with, as well as through writings about the creative industries and social innovation	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors 5. Methods and Approaches of Critical Analysis into Cultural Entrepreneurship 6. Dissertation OR Project, Critical Reflection, Essay
A2	inform and shape their various practices (as entrepreneurs, intrapreneurs, leaders, practitioners, policy makers etc.) in response to contemporary and emergent developments in the industries	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors 5. Methods and Approaches of Critical Analysis into Cultural Entrepreneurship 6. Dissertation OR Project, Critical Reflection, Essay
A3	understand the complex relationship between theory and practice within the development of creative industries in different cultural contexts	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors 5. Methods and Approaches of Critical Analysis into Cultural Entrepreneurship 6. Dissertation OR Project, Critical Reflection, Essay

A4	understand and evaluate contemporary approaches to the development of cultural and creative products/processes and social innovation – including their own*	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors 5. Methods and Approaches of Critical Analysis into Cultural Entrepreneurship 6. Dissertation OR Project, Critical Reflection, Essay
A5	understand the key elements that contribute to creating a physical and economic environment/infrastructure conducive to developing creative and cultural industries	<ol style="list-style-type: none"> 1. Theories of Capital 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
A9	use advanced methods and processes in conceptualising and researching fashion and an understanding of the varied uses and applications of design thinking in sustainable fashion (Fashion Pathway)	<ol style="list-style-type: none"> 1. Pathway Practice
A10	Have a critical approach to Fashion management and ability to understand and use varied approaches to management of design. (Fashion Management Pathway)	<ol style="list-style-type: none"> 1. Pathway Practice
A11	command theoretical approaches to critical studies of Media and Communication studies (Media and Communications Pathway)	<ol style="list-style-type: none"> 1. Pathway Practice
A12	analyse ethical or moral issues involved in ethnographic research focused on the study of the world's music and musical practices or analyse ethical and solve practical issues in funding and delivering music projects (Music Pathway)	<ol style="list-style-type: none"> 1. Pathway Practice

Cognitive and thinking skills

Code	Learning outcome	Taught by the following module(s)
B1	develop a reflective approach to the development of their practice	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors 5. Methods and Approaches of Critical Analysis into Cultural Entrepreneurship 6. Dissertation OR Project, Critical Reflection, Essay
B2	analyse political, economic, social and technological contexts in relation to developing a creative enterprise	<ol style="list-style-type: none"> 1. Theories of Capital 2. Entrepreneurial Modelling
B3	analyse the inter-relationship and inter-dependence of varying disciplines and entrepreneurship	<ol style="list-style-type: none"> 1. Pathway Practice 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors 4. Methods and Approaches of Critical Analysis into Cultural Entrepreneurship 5. Dissertation OR Project, Critical Reflection, Essay

Subject specific skills and professional behaviours and attitudes

Code	Learning outcome	Taught by the following module(s)
C1	demonstrate independence and integrity in developing ideas*	<ol style="list-style-type: none"> 1. Pathway Practice 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors 4. Dissertation OR Project, Critical Reflection, Essay
C2	apply entrepreneurial approaches to creative projects	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors 3. Dissertation OR Project Portfolio Critical Reflection plus essay
C3	demonstrate an understanding of different business models to establish and sustain a creative enterprise*	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C4	work effectively as a member of a team and/or as a leader in developing an entrepreneurial approach	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C5	employ effective business (and other) communication skills*	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors
C6	create a business plan *	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling
C7	develop and employ learning strategies for the ongoing acquisition of skills and knowledge*	<ol style="list-style-type: none"> 1. Entrepreneurial Modelling 2. Entrepreneurial Practices and Modes of Production within

		the creative and social enterprise sectors.
C8	summarise arguments of varying degrees of complexity and to present summaries in written form, indicating key issues and priorities for more detailed consideration*	<ol style="list-style-type: none"> 1. Theories of Capital 2. Pathway Practice 3. Entrepreneurial Modelling 4. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors 5. Methods and Approaches of Critical Analysis into Cultural Entrepreneurship 6. Dissertation OR Project, Critical Reflection, Essay
C9	present systematically organised arguments orally to groups, and to defend them in critical discussion*	<ol style="list-style-type: none"> 1. Theories of Capital 2. Entrepreneurial Modelling 3. Methods and Approaches of Critical Analysis into Cultural Entrepreneurship
Code	Learning outcome	Taught by the following module(s)
C13	apply rigorous critical and creative methods to fashion projects and value chains (Fashion Pathway)	1. Pathway Practice
C14	Apply rigorous critical and strategic methods and processes and management techniques in collaboration with fashion designers. (Fashion Management Pathway)	1. Pathway Practice
C15	apply rigorous analytical and critical methods appropriate to recent media and communication developments and trends (Media and Communications Pathway)	1. Pathway Practice
C16	apply rigorous analytical and critical methods appropriate to recent and contemporary music (Music Pathway)	1. Pathway Practice

C17	carry out clearly defined and original project using appropriate research methods and synthesising source materials*	<ol style="list-style-type: none"> 1. Pathway Practice 2. Entrepreneurial Modelling 3. Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors 4. Dissertation OR P Project, Critical Reflection, Essay
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Transferable skills

Code	Learning outcome	Taught by the following module(s)
D1	skills marked with an * in the sections above are considered to constitute transferable skills	As above

Mode of study

Full-time MA: 15 Months

Part-time MA: 27 Months

Postgraduate Certificates: 2 Terms

Full time Postgraduate Diploma 2 Terms

Part-time Postgraduate Diploma: 4 Terms

CPD: Modules can be taken individually (Theories of Capital, Entrepreneurial Modelling, Business of Creative and Social Industries)

Marking and Grading criteria

Mark	Grade	Descriptor	Criteria
0%		Non submission or plagiarized assessment	A categorical mark representing either the failure to submit an assessment or a mark assigned for a plagiarized assessment

1-9%	F	Very bad fail	A submission that does not even attempt to address the specified learning outcomes (shall be deemed a non-valid attempt and unit must be re-sat).
10-29%	E	Bad fail	Represents a significant overall failure to achieve the appropriate learning outcomes. The work will be significantly flawed, not respect appropriate reading or knowledge of the subject area and will have attempted to address one of the learning outcomes, but not all of them.
30-49%	D	Fail	Represents an overall failure to achieve the appropriate learning outcomes. Marks in this range will reflect work that is significantly inconsistent or flawed in relation to all or some of the areas listed above. The work relies heavily on a very limited research and is descriptive rather than analytical in nature.
50-59%	C	Pass	Represents the overall achievement of the appropriate learning outcomes to a threshold level. Marks in this range will reflect solid competence and achievement, although the work might be partial rather than consistent in clarity, precision and effectiveness. (It might, for example, rely too heavily on secondary sources at the expense of personal critical activity; be insufficiently detailed; or tend towards description rather than analysis.) The work should be of good standard in the areas listed in the classification above or good in some areas and of a satisfactory standard in others.
60-69%	B	Good Merit	Represents the overall achievement of the appropriate learning outcomes to a good level. Some of the qualities of first-class work may be found in this category but the difference will be either of degree or realisation. The work will be characterised by soundness of argument or analysis, acquaintance with the field of study, coherence and relevance. The work should be of high merit in all these

			areas, or considerable merit in some areas and a good standard in others.
70- 79%	A	Excellent Distinction	Represents the overall achievement of the appropriate learning outcomes to an excellent level. Marks in this category will be awarded to work which shows conceptual and stylistic distinction; which features a secure and discriminating acquaintance with the field of study; which engages with the subject in a notably intelligent way; and which is clearly and accurately presented. The work will be of outstanding achievement in all or a consistent combination of the above areas.
80- 100%	A+	Outstanding Distinction	Represents the overall achievement of the appropriate learning outcomes to an exceptionally accomplished level. Marks in this category will be awarded for work which demonstrates a conceptual mastery of the material, is highly original and potentially shows new insights into both business and the application of creative process.

Programme structure

Progression requirements for part-time students

Part-time students will normally take a minimum of 2 modules in the first year of study and are encouraged to take Theories of Capital, Pathway Practice, and Methods and Approaches of Critical Analysis into Cultural Entrepreneurship in that first year of study, and 2 modules in the second year in addition to the Dissertation Project, Critical Reflection, Essay . Part-time students are required to pass gain 60 credits in Year One before proceeding to Year Two. To maximise flexibility, some elements of the Master’s programme will be made available as standalone CPD/short modules for example Entrepreneurial Modelling. In order to enable collaborative learning amongst those seeking to develop creative and cultural businesses and those already within them, we, wherever possible, teach all students together, irrespective of the particular route on which they are registered.

The Master’s programme will contain taught modules and a further dissertation/project portfolio component. Students have a range of choices thorough the degree enabling you to design a pathway that is most relevant to academic, business and career ambitions. Whilst all students will take Theories of Capital, Entrepreneurial Modelling and Methods

and Approaches of Critical Analysis into Cultural Entrepreneurship there are many choices in some pathways for the Pathway Practice module, and to support your chosen routes post-graduation, some choice in Entrepreneurial Practices and Modes of Production Within the Creative and Social Enterprise Sectors and between a dissertation or Project, Critical Reflection and Essay. Attendance is mandatory for all taught sections of the programme.

Theories of Capital (30 credits)

Theories of Capital critically examines key theories of social, economic, natural, intellectual, cultural and symbolic capital. This module provides you with strong foundations and learning that will weave into the further content of the programmes other modules and will equip students with a framework in the development of your enterprise ambition. The module details these conceptual capital frameworks and compliments this theoretical foundation with application in the creative and cultural industries with a focus on the unique economic characteristics of the creative industries. This module explores, critiques and interrogates alternatives to the capitalist, Western-centric approach. The course will equip students to unpack the power structures that give rise to the notion of capital. Emphasis will be given on the role of intellectual capital in policy, both as a tool to incentivise innovation and a means to appropriate the knowledge of others. Students will be able to translate theory into practice, and practice into theory.

Pathway Practice (30 credits)

In line with the ethos of this programme which seeks to foster the development of creativity and entrepreneurship as related activities, rather than bringing entrepreneurship or business to creativity, this module allows participants to continue to develop your understanding of a creative practice. This module, therefore, comprises studies in one area of practice e.g., music. (It will normally be necessary for a student to have a background in the area they wish to continue to study as this module is primarily concerned with the creative discipline rather its management or entrepreneurial potential). However, many of the students already taking these modules do not come directly from an academic background in that particular discipline but have a keen and interest and professional experience in it therefore these some of the option modules are designed to accommodate this approach. The Fashion Management Pathway has been created to support students to develop the particular skills required to support a sustainable enterprise in this sector while collaborating with creatives and manufacturers.

Entrepreneurial Modelling (30 credits)

This module aims to nurture your skills and attitudes to support you to become an innovator and to provide models of entrepreneurial/business support relevant and useful for creative

entrepreneurs. This module will provide a link between the theoretical aspects of the broader overview of the sector and the practice specifics, and work to focus on how creativity can be strengthened when put through creative commercialisation modelling techniques. It critically reviews key characteristics of successful enterprises, entrepreneurs and leaders, within the cultural and more commercially focussed creative industries. It questions what is determined as success and requires you to develop your own metrics for this. It looks at the range of business models that exist and review how best to build a financially sustainable organisation. The key areas of modelling techniques covered are:

- Relationship Modelling – this will assist you to understand the range of business models in the creative industries, and to create the most appropriate route to market; it will consider the relationship that the originator of the creative idea has to the production, distribution and the audience/customer/client; it uncovers the student’s relationship to “reward”.
- Evidence Modelling – this model uses Marshall McLuhan’s Tetrad Model to review the likely impact of the idea; it helps makes the enterprise tangible and to ensure that the entrepreneur remains in control of the effects of their ideas. Using the modelling technique helps you to articulate their values and the benefits of their ideas.
- Blueprint Modelling – an approach to creating an operating plan which will move their idea to market, articulating all of the activities and responsibilities required.
- Consequence Modelling – using all of the knowledge from the modelling techniques, this will uncover the financial consequences of the decisions made. It will introduce you to basic financial modelling concepts, and ensure you are comfortable with the financial language of creative entrepreneurs.
- Landscape Modelling will support you in placing your idea within societal contexts as well as ensuring it is reflected on with a contextual criticality.

Entrepreneurial Practices and Modes of Production within the creative and social enterprise sectors (30 credits)

(i) Business of Creative & Social Enterprises College-based Entrepreneurial Practices and Modes of Production

All pathways can choose Business of Creative & Social Enterprises: a module that explores current cross-cutting themes and has a global set of speakers. Each speaker will provide sector relevant insights and will share their experience as an entrepreneur or systemic change-maker. It will encourage critical awareness of different creative and emergent business models and approaches to practice. The module will ensure you synthesis knowledge and understanding of approaches to enterprise in social innovation and cultural and creative industries.

(ii) Work Placement

You can choose to undertake a work placement within a micro-business, SME, Producing or Research Organisation within the cultural and creative industries or social enterprises – you will be provided with would undertake taught/tutorial sessions on managing an internship and experiential learning, assessment is by an analytical report on the entrepreneurial potential of the organisation.

To provide a framework for this analysis you will have preparatory lecture/seminars covering organisational models including Stephenson, and Handy as well as models of teams, such as Belbin. It is recommended that the Work Placement would be the equivalent of 2-3 days a week for 3 months, however each placement will be individually negotiated between the organisations [learning partner] the programme and the individual. Duration and attendance pattern of each internship will vary however, in whichever configuration; it must provide you with the context and experience to undertake the assessment.

Methods and Approaches of Critical Analysis into Cultural Entrepreneurship

This module will set the foundation for you to gain confidence in creative investigation methods. It will assist you to explore and gain evidence to support your critical thinking. You will be introduced to key approaches for critical analysis and problematising as well as developing your ability to succinctly articulate your thinking.

Dissertation OR Project, Critical Reflection, Essay (75 credits)

The content and research imperatives of the dissertation/portfolio will be developed by you in tutorial with staff to address individual research interests. It can range from an entirely written document researching a specific area of concern and interest to you; to a research-led, practice-based project.

The following tables detail the different pathways:

Full-time mode

Academic year of study 1

Fashion Pathway

Module Title	Module Code	Credits	Level	Module Type	Terms (Sept intake)	Terms (Jan intake)
Methods and Approaches of Critical Analysis into Cultural Entrepreneurship	IC71169A	15	7	Core	1	3
Theories of Capital	IC71138B	30	7	Core	1	3
Entrepreneurial Modelling	IC71139C	30	7	Core	2	1
AND: Fashion Pathway Practice	DS71108A	30	7	Optional	2	1
EITHER Business of Creative & Social Enterprises	IC71154A	30	7	Optional	3	2
OR Industry Placement	IC71116C	30	7	Optional	2, 3	1,2
EITHER: Dissertation	IC71105D	75	7	Compulsory	1, 2, 3, 4	1,2, 3, 4
OR: Project, Critical Reflection, Essay	IC71106E	75	7	Compulsory	1, 2, 3, 4	1, 2, 3, 4

Fashion Management Pathway

Module Title	Module Code	Credits	Level	Module Type	Terms (Sept intake)	Terms (Jan intake)
Methods and Approaches of Critical Analysis into Cultural Entrepreneurship	IC71169A	15	7	Core	1	3
Theories of Capital	IC71138B	30	7	Core	1	3
Entrepreneurial Modelling	IC71139C	30	7	Core	2	1
AND Pathway Practice: Design and Fashion Management	IC71158A	30	7	Optional	2 or 3	1 or 2
EITHER Business of Creative & Social Enterprises	IC71154A	30	7	Optional	3	2
OR Industry Placement	IC71116C	30	7	Optional	2, 3	1,2
EITHER: Dissertation	IC71105D	75	7	Compulsory	1, 2, 3, 4	1,2, 3, 4
OR: Project, Critical Reflection, Essay	IC71106E	75	7	Compulsory	1, 2, 3, 4	1, 2, 3, 4

Media and Communications Pathway

Module Title	Module Code	Credits	Level	Module Type	Terms (Sept intake)	Terms (Jan intake)
Methods and Approaches of Critical Analysis into Cultural Entrepreneurship	IC71169A	15	7	Core	1	3
Theories of Capital	IC71138B	30	7	Core	1	3
Entrepreneurial Modelling	IC71139C	30	7	Core	2	1
AND: Pathway Practice optional modules: 30 credits of optional modules to be selected from an annual list made available by Media, Communications and Cultural Studies	MC7XXXX	30	7	Optional	1, 2	1, 3
EITHER Business of Creative & Social Enterprises	IC71154A	30	7	Optional	3	2
OR Industry Placement	IC71116C	30	7	Optional	2, 3	1,2
EITHER: Dissertation	IC71105D	75	7	Compulsory	1, 2, 3, 4	1,2, 3, 4
OR: Project, Critical Reflection, Essay	IC71106E	75	7	Compulsory	1, 2, 3, 4	1, 2, 3, 4

Music Pathway

Module Title	Module Code	Credits	Level	Module Type	Terms (Sept intake)	Terms (Jan intake)
Methods and Approaches of Critical Analysis into Cultural Entrepreneurship	IC71169A	15	7	Core	1	3
Theories of Capital	IC71138B	30	7	Core	1	3
Entrepreneurial Modelling	IC71139C	30	7	Core	2	1
AND: Pathway Practice optional modules: 30 credits of optional modules to be selected from an annual list made available by Music	MU7XXXX Or IC71171A: Mental Health and the Music Industry	30	7	Optional	1, 2	1, 3
EITHER Business of Creative & Social Enterprises	IC71154A	30	7	Optional	3	2
OR Industry Placement	IC71116C	30	7	Optional	2, 3	1,2
EITHER: Dissertation	IC71105D	75	7	Compulsory	1, 2, 3, 4	1,2, 3, 4
OR: Project, Critical Reflection, Essay	IC71106E	75	7	Compulsory	1, 2, 3, 4	1, 2, 3, 4

Part-time mode

All Pathways (Fashion, Fashion Management, Media and Communications, Music)

Academic year of study 1

Module Name	Module Code	Credits	Level	Module Type	Term (Sept intake)	Term (Jan intake)
Entrepreneurial Modelling	IC71139A	30	7	Core	2	1
Either: Industry Placement	IC71116C	30	7	Compulsory	1,2,3	1,2, 3
OR Business of Creative & Social Enterprises	IC71154A	30	7	Compulsory	3	2
Methods and Approaches of Critical Analysis into Cultural Entrepreneurship	IC71169A	15	7	Core	1	3
Theories of Capital	IC71138A	30	7	Core	1	3
Pathway Practice		30	7	Optional	1, or 2	1, or 3

Academic year of study 2

Module Name	Module Code	Credits	Level	Module Type	Term (Sept intake)	Term (Jan Intake)
EITHER Dissertation	IC71105D	75	7	Compulsory	1, 3, 3, 4	1, 2, 3, 4
OR Project, Critical Reflection, Essay	IC71106E	75	7	Compulsory	1, 2, 3, 4	1, 2, 3, 4

Academic support

Support for learning and wellbeing is provided in a number of ways by departments and College support services who work collaboratively to ensure you get the right help to reach your best potential both academically and personally.

You are allocated a Personal Tutor who has overall responsibility for individual progress academically and will also be able to support you with your thinking about future career aspirations, there is a pastoral element to this role too. Personal Tutors meet with you at least twice a year either face-to-face, as part of a group and/or electronically. The first meeting normally takes place within the first few weeks of the Spring term. Personal Tutors are also available to you throughout the year of study. These meetings aim to discuss progress on modules, discussion of the academic discipline and reports from previous years if available (for continuing students). This provides an opportunity for progress, attendance and assessment marks to be reviewed and an informed discussion to take place about how to strengthen individual learning and success. In addition, for the MA Creative and Cultural Entrepreneurship Tutorials are provided per module.

All students are also allocated a Senior Tutor to enable you to speak to an experienced academic member of staff about any issues which are negatively impacting academic study, and which may be beyond the normal scope of issues handled by Programme Convenors and Personal Tutors.

You are supported to access learning resources, the [library](#) and information available on [Learn. Gold \(VLE\)](#) so that you have access to handbooks, programme information and support related information and guidance.

Taught sessions and lectures provide overviews of themes, which you are encouraged to complement with intensive reading for presentation and discussion with peers at seminars. Assessments build on lectures and seminars, so you are expected to attend all taught sessions to build knowledge and your own understanding of your chosen discipline.

Feedback is given in seminars, tutorials, group work and in addition all assessed work is accompanied by some form of feedback to ensure that your work is on the right track. It may come in a variety of forms ranging from written comments on a marked essay to oral and written feedback on developing projects and practice as you attend workshops.

You may be referred to specialist student services by department staff or you may access support services independently. Information about support services is provided on the [Goldsmiths website](#) and for new students through new starter information and induction/Welcome Week. Any support recommendations that are made are agreed with

the you and communicated to the appropriate staff members so that adjustments to learning and teaching are able to be implemented and students can be reassured that arrangements are in place. Opportunities are provided for you to review your support arrangements should circumstances change. The [Disability](#) and [Wellbeing](#) Services maintain caseloads of students and provide on-going support.

The [Careers Service](#) provides central support for skills enhancement, running [The Gold Award](#) scheme and other co-curricular activities that are accredited via the Higher Education Achievement Report ([HEAR](#)).

The Centre for Academic Language and Literacy works with academic departments offering bespoke academic literacy sessions. It also provides a programme of academic skills workshops and one-to one provision throughout the year. The Library also offers workshops and support for research and other study skills.

Placement opportunities

The focus of this programme is to give you the confidence, knowledge and platform to create an entity of your own or explore being intrapreneurial. Students should be spending the majority of time contemplating and prototyping what it means to create that enterprise or make change in existing enterprises. While through our networks, we can make recommendations about placements, it is up to you to secure a placement of your own. From the start of this programme you are encouraged to use your own skills, capacity and initiative to create opportunities for themselves and the future of your enterprise and career.

It is intended that people completing this programme will seek employment primarily in two areas. Firstly, as self-employed in your own enterprise, freelance, or as a member of a team of an SME developing a business arising from an existing, or new practice. These businesses will be varied and may relate directly to a 'product' or 'process' arising from your practice or to a form of 'expertise', 'consultancy' or 'knowledge'. You will also be qualified to seek employment in larger creative organisations in a more traditional way but being able to contribute a range of creative and business skills.

Secondly within government or NGO organisations concerned with developing the infrastructure and environment for new creative or socially focused businesses to flourish in a variety of contexts e.g., city, rural, regional or national.

Anyone taking individual modules for CPD will be able to advance careers within each of the above sectors and crucially develop the skills to move across the sectors or after a number of modules consider starting their own enterprise.

Employability and potential career opportunities

An indicative list - There are many others we call upon for specialist input. Personnel from all of the below have either taught or provided a placement in their organisation (in many cases both) on the programme, some for the last 8 years. Alumni also now work for many of them. Albany Theatre, Deptford, Almeida Theatre, Artichoke, Arts Council England, British Council, Battersea Arts Centre, Camden Arts Centre, CPT Camden Peoples Theatre, Graeae, Heart and Soul ICA, Independent Theatre Council, LIFT (London International Festival of Theatre), Oval House Theatre, PAN Centre for Intercultural Arts, Sadler's Wells, Talawa Theatre, Tamasha, Tara Arts, Tate, The Barbican, The Design Museum, The Place, The Roundhouse, Theatre Royal Stratford East, The Young Vic, Toynbee Studios. ZincVC, Hannah Martin, London, Sprout, MakeGood, TimeOut, HIVA, HIVOS. Anna Meredith, Nest Collective, Square Glass.

TV Documentary & Film: BBC, Green Door Productions and a range of other production companies.

Programme-specific requirements

This Master's Programme is aimed at graduates and those already working within creative and cultural industries or social enterprise sectors. You should have an undergraduate degree in the social sciences, arts, or humanities including the creative areas of, , film, video or media or in an area of fashion, or in management or business studies, where you have not gained a first degree in the Pathway subject, you will be expected to have gained at least 3 years industry experience in the Pathway area to be able to meet the knowledge level requirements of the Pathway.

It is likely that candidates will have an interest in developing an entrepreneurial approach to practice or that of colleagues (as part of a team), or an interest in developing the creative and cultural industries infrastructure of a town/city/region.

A lower-second Honours degree or its equivalent in a relevant discipline (outlined above) is normally required, applicants should demonstrate entrepreneurial potential through having initiated projects or gained insight in to how the sector works through practice. Applicants without a first degree in the pathway subject, but who are able to demonstrate professional experience of working in or running a creative or social enterprise and understanding of the discipline will be considered. Applicants whose first language is not English will have to achieve a score of IELTS 6.5 or more (with a 6.5 or more in writing and listening) and will be encouraged while studying to use the resources of the Centre for Academic Language and Literacies (CALL). Applicants who have significant (5 years plus) experience in the

social sector or cultural or creative industries, but no first degree will also be considered, and their ability to cope with the breadth of academic writing will be assessed.

Applicants will be required to write a proposal articulating the area of interest and a pitch outlining your entrepreneurial idea. Advice will be given at Open Days and online sessions about the pathway choices.

Applications from people without formal qualifications in the chosen pathway should demonstrate professional experience in the application. Applicants for the Fashion pathway will be required to include a portfolio.

CPD: Modules within this Masters programme can also be taken as Professional Development as 'stand-alone' modules. This can lead on a credit basis to the full Masters degree – progression to the dissertation /portfolio can be achieved by passing the four main modules.

Tuition fee costs

Information on tuition fee costs is available at: <https://www.gold.ac.uk/students/fee-support/>

Specific programme costs

Not applicable