

## PROGRAMME SPECIFICATION

### Course record information

Name and level of final award:	<b>MA in Media Management</b>
	The MA Media Management is a Master's degree that is Bologna FQ-EHEA second cycle degree or diploma compatible.
Name and level of intermediate awards:	Postgraduate Diploma Postgraduate Certificate
Awarding body/institution:	University of Westminster
Teaching Institution:	University of Westminster.
Status of awarding body/institution:	Recognised Body
Location of delivery:	Full-time and part-time day Westminster School of Media and Communication (Harrow);
Language of delivery and assessment:	English
Mode, length of study and normal starting month:	One-year full time / two years part-time day
<a href="#">QAA subject benchmarking group(s)</a> :	Subject benchmark statements Master's degrees in Business and Management 2015 <a href="http://www.qaa.ac.uk/publications/information-and-guidance/publication?PubID=2958#.WsSh601OWUk">http://www.qaa.ac.uk/publications/information-and-guidance/publication?PubID=2958#.WsSh601OWUk</a>
Professional statutory or regulatory body:	N/A
Date of course validation/review:	February 2018
Date of programme specification approval:	February 2018
Valid for cohorts:	From 2018/19 (Level 7)
Course Leader:	Charles Brown
Course URL:	<a href="http://westminster.ac.uk/courses/postgraduate">westminster.ac.uk/courses/postgraduate</a>
Westminster Course Code:	PMJMC08F (FT) PMJMC08P (PT)
JACS code:	N200 (Management Studies), Media Studies (P300)
UKPASS code:	P035658

### Admissions requirements

There are standard minimum [entry requirements](#) for all postgraduate courses. Students are advised to check the standard requirements for the most up-to-date information.

For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements.

More information can be found here: [westminster.ac.uk/courses/postgraduate/how-to-apply](http://westminster.ac.uk/courses/postgraduate/how-to-apply)

### **Recognition of Prior Learning**

Applicants with prior certificated or experiential learning at the same level of the qualification for which they wish to apply are advised to visit the following page for further information: [westminster.ac.uk/study/current-students/your-studies/forms-and-procedures/recognition-of-prior-certified-learning-rpcl](http://westminster.ac.uk/study/current-students/your-studies/forms-and-procedures/recognition-of-prior-certified-learning-rpcl).

### **Aims of the course**

The MA in Media Management provides participants with skills, knowledge and tools required in order to pursue a successful career in media management. In doing so it seeks to give students an advanced understanding of the challenges facing media organisations and enable them to participate fully in the identification and resolution of both strategic and operational challenges.

The course seeks to develop students' capacities in **problem-solving, creative management and critical thinking** to equip them for careers in today's rapidly evolving media organisations. Whether working for media firms or creating their own businesses, our students are well-suited to dynamic environments which require professions to:

- Identify and analyse strategic and operational opportunities and problems;
- Synthesise viable solutions and shape new initiatives; and
- Implement plans, winning their acceptance within the organisation and transforming vision into reality

The Masters develops students' abilities to understand and engage with the ways in which media and content companies are responding to economic, socio-cultural, technological and political change.

Rooted in a solid foundation of media management theory, the modules on the programme combine a number of interconnected strands, allowing students to explore their own interests and specialisms.

Core modules address:

- The nature and size of markets;
- The development and management of creative projects and content development; and
- Innovation and entrepreneurialism in the media

Options include digital media distribution and marketing, the application of foresight techniques, strategy and planning in advertising, and leadership. The course also aims to assist students in their career development.

The culminating dissertation or major project modules enable students to either deepen their academic capabilities, opening the way towards advanced academic research, or to execute a complex practical assignment, independently or in association with employers.

### **Employment and further study opportunities**

Today's organisations need graduates with both good degrees and skills relevant to the workplace, i.e. employability skills. The University of Westminster is committed to developing employable graduates by ensuring that:

- Career development skills are embedded in all courses
- Opportunities for part-time work, placements and work-related learning activities are widely available to students
- Staff continue to widen and strengthen the University's links with employers in all sectors, involving them in curriculum design and encouraging their participation in other aspects of the University's career education and guidance provision
- Staff are provided with up-to-date data on labour market trends and employers' requirements, which will inform the service delivered to students.

The Media Management programme provides the skills and knowledge you require in order to progress towards a career within the managerial, strategic, operational and commercial functions of media and content creating organisations. Increasingly, media organisations require practitioners and leaders who can engage with complex problems, formulate creative solutions, and develop new formats, products, and services. MA Media Management students have gone on to apply the skills that they have acquired in organisations including: the Alipay, BBC World Service, BT Vision, BSkyB, eBay, China Central Television, Deutsche Telekom, People's Daily, Propeller TV, SARPFT, Shanghai Media Group, Shenzhen Media Group, Hunan Television, Times of India, NDTV, Turkish Radio and Television Corporation, Globo TV, and many other newspaper publishing, broadcasting, telecommunications and technology organisations.

The entrepreneurial and innovation skills taught on the programme have also enabled a number of our students to set up their own businesses. Our alumnus, Sameer Ptalwalla is the founder of Culture Machine, one of India's most famous media companies. Sameer is a member of Forbes India's Under30 list.

Our course provides our students with a wide range of specialised and transferable skills. A Masters in Media Management has allowed many of them to move from production or journalism into management, to move into more senior managerial roles, or to transfer into new sectors.

Some of our students have come to Westminster already possessing considerable management experience. Such students have used their period of study and research to pursue projects relevant to their organisations, or to reflect on their practice and the challenges they face as managers. Some of our graduates have gone onto further postgraduate study, in the UK or internationally.

### **Learning outcomes**

Learning outcomes are statements on what successful students have achieved as the result of learning. These threshold statements of achievement and are linked to the knowledge, understanding and skills that a student will have gained on successfully completing a course.

### **Knowledge and understanding**

On successful completion of the course students will have developed or acquired:

- LO1 – A deep and systematic understanding of media management and business theory and its evolution, applying it in a critical fashion to understanding the competitiveness and sustainability of media organisations. Such insights provide an essential foundation for strategy formation and the development of new businesses;
- LO2 – Sophisticated insight into the dynamics of media markets and the body of theoretical knowledge and quantitative research technique underpinning market analysis and the quantification of market opportunities.
- LO3 – The ability to generate and cultivate creative ideas, coupled with the operational skills required to develop effective production systems, manage creative staff, and transform outputs into successful media products.
- LO4 – Traditional and social media marketing skills, enabling them to devise innovative ways of promoting their creative projects, securing a route to market and income streams.
- LO5 – Structured innovation skills, enabling them to synthesise viable, and commercially sustainable media, content or electronic businesses, capable of attracting financial or social investment.
- LO6 – Leadership and team-working skills, including the management of diverse, multi-skilled groups, the mitigation of risk and the effective use and deployment of resources.
- LO7 – The ability to work in media industries, characterised by high levels of uncertainty and ambiguity, deploying foresight techniques to anticipate disruptive change and future organisational needs.
- LO8 – The ability to formulate marketing plans for media companies and devise advertising or marketing strategies anchored in appropriate research and market analysis.
- LO9 – A commitment to ongoing learning and career development, rooted in personal reflection and self-awareness.
- LO10 – Expertise in the application of knowledge to substantial projects, together with a practical understanding of how established techniques of research and enquiry are used. This will be manifested in either (a) researching and write a Masters level dissertation thesis analysing a specific challenge or question for a media enterprise or (b) research and develop a professional project demonstrating how to apply the theories and skills gained in the course to develop a solution to a problem or a creative or entrepreneurial response to an opportunity faced by a digital media enterprise

### **Specific skills**

Participants will be able to demonstrate a range of cognitive and intellectual skills together with techniques specific to media and management. On successfully completing the course students will be able to:

	Skill	Learning outcomes
S1	Analyse the competitive position of media and content firms	LO1
S2	Analyse and size media markets	LO2
S3	Formulate strategy	LO1
S3	Analyse and design business models	LO1, LO5
S5	Write a media business plan	LO5
S6	Source and analyse quantitative data and be able to use quantitative methods in developing business strategy	LO2
S7	Evaluate, at a high level, potential technological, legal, commercial and creative responses to the opportunities and threats posed by new technologies	LO1, LO7
S8	Develop and deliver content pitches;	LO3
S9	Develop and write content 'bibles'	LO3
S10	Plan and manage media creative and business processes	LO3
S11	Utilise foresight and scenario planning techniques in mitigating risk and developing corporate and product strategies	L07
S12	Deploy leadership skills in implementing change	LO6
S13	Develop plans for implementing content distribution and marketing	LO8
S14	Formulate media business marketing plans and branding briefs	LO8

### Key transferable skills

- Strategic analysis
- Leading strategic and operational change
- Analysing quantitative media market data
- Financial planning and management
- Business planning
- Report writing
- Developing and implementing digital marketing strategies

- Managing conflict
- Managing Diversity
- Motivating and rewarding team members
- Project Management
- Team and group working
- Leadership
- Research skills
- Debating
- Consulting
- Application of methods and tools
- Identification and diagnosis of problem essentials
- Action planning
- Decision-making
- Critical analysis
- Creative thinking
- Independent learning
- Oral communication and presentation

## **Learning, teaching and assessment methods**

### **Learning**

The precise mix of learning, teaching and assessment methods adopted in each module are specified in the relevant module handbook. The range of methods used is described below:

### **Class Exercises and Projects:**

Class projects and exercises provide opportunities for students to apply and practise the techniques, methods and skills described in lectures, readings and study materials to identify and resolve problems in particular media business contexts.

### **Student Presentations:**

Presentations of media business data, ideas and arguments enable students to receive instant feedback on their ideas and thinking, as well as their presentation skills, from tutors and colleagues. Whether as individuals or as a member of a team, students will be required to give presentations on particular topics concisely and clearly to an audience using presentation aids like PowerPoint and Excel as well as audiovisual equipment. Group presentations of the project work allow tutors and colleagues to provide feedback about

students' development of team-work skills – for example in dividing up tasks, allocating work fairly across the team, working to a schedule or deadline, and co-ordinating the actual presentation process.

Presentations are also sometimes a means of formally assessing student work. Students will receive marks for clarity of argument, evidence of reading and presentational style.

### **Guided Independent Study:**

Some of the most effective learning takes place outside the classroom, and Masters students are expected to demonstrate the independent learning ability required for continuing professional development. Some of this study will take the traditional form of reading recommended materials (books, articles, websites etc.) details of the study materials are given in each module handbook and on Blackboard. Other elements of independent study will involve individual and group student project work. Again you will be given guidance on how to develop a project or explore a topic or question independently or in groups.

Other types of independent study may involve the production of media content such as a blog, a website or a video.

Finally, the Dissertation or Professional Project is a fully independent piece of study, where the student is guided by a supervisor, in the use of research methods including interviews, data analysis and surveys to answer a research or professional practice question.

### **Web and Database Research:**

Students will learn how to use professional online databases, used in practice in the media industries such as FAME and MediaTel. Along with guidance about using the technology, students will be shown how to analyse media industry-specific sources of data to answer different types of research question or problem.

## **Teaching**

### **Lectures and Video Lectures:**

The traditional spoken lecture is still used to give a general overview of the topic and set the context for guided study and classroom exercises and workshops. In some modules, to give more time for classwork, this material is included in a video lecture which students access via the Blackboard system.

### **Industry Speakers:**

It is important that teaching reflects current practice in the media industries. At certain points in the modules, students learn from industry practitioners about how the knowledge and skills covered in the course are applied to current industry problems.

### **Masterclasses, Seminars and Industry Events:**

In addition to Industry speakers in class, students are encouraged to attend a range of relevant talks, masterclasses, and workshops by media practitioners and researchers, occurring within the faculty, across the University and at industry events in London.

## **Assessment**

The precise mix of assessment methods adopted in each module are specified in the relevant module handbooks. The range of assessment methods used is described below:

### **Assessment rationale:**

The assessment strategy is designed to facilitate and test the extent to which students have achieved the knowledge and skills described in the learning outcomes for the course (see above) and for each particular module (in the module handbook) at the Level 7 required of a Masters student. Each assessment method is designed and selected to provide students with opportunities to demonstrate that they have achieved these learning outcomes.

Across the course a variety of assessment techniques is used. These may be divided into two broad categories:

### **Academic assessments**

These include traditional academic essays, class exercises and the research dissertation. These are usually but not always individual assessments. This form of assessment is usually selected to test learning outcomes relating to critical thinking, systematic understanding, conceptual analysis, understanding and application of research methodologies, understanding and application of academic theory, breadth of knowledge and understanding of academic literature and ability to marshal evidence in support of a logical argument.

### **Industry practice assessments**

These include business plans, management reports, presentations and associated collateral, format bibles, pitches and business plans. These may be either individual or group work assessments. This form of assessment is usually selected to test learning outcomes relating to original or creative thinking, exercising self-direction and originality in tackling and solving business and creative problems, acting autonomously in planning and implementing tasks at a professional level, making sound judgements in the absence of complete data, making decisions in complex and unpredictable situations and communicating conclusions clearly to specialist and non-specialist audiences.

### **Course structure**

This section shows the core and option modules available as part of the course and their credit value. Full-time Postgraduate students study 180 credits per year.

<b>Credit level 7</b>				
Module code	Module title	Status	UK Credit	ECTS
<b>Semester One</b>				
7MECM002W	Media management: theoretical foundations and application	Core	20	10
7MECM003W	Media markets	Core	20	10
7MECM004W	Digital media: development and production	Core	20	10
<b>Semester Two</b>				
7MECM005W	Media innovation and entrepreneurialism	Core	20	10
7MECM006W	Digital media: distribution and marketing	Option	20	10

7MECM007W	Media futures – foresight methods for media and content industries	Option	20	10
7PURL010W	Strategic planning in advertising	Option	20	10
7MECM009W	Developing effective leadership within media organisations	Option	20	10
7MECM008W	Professional project	Option (either/or)	60	30
7MECM001W	Dissertation		60	30

Please note: Not all option modules will necessarily be offered in any one year.

### **Professional Body Accreditation or other external references**

The MA Media Management is not subject to professional body accreditation.

### **Academic regulations**

The current Handbook of Academic Regulations is available at [westminster.ac.uk/academic-regulations](http://westminster.ac.uk/academic-regulations)

### **How will you be supported in your studies?**

#### **Course Management**

The MA Media Management is located within the Centre for Creative Industries Management at the Westminster School of Media and Communication in the University of Westminster.

The management structure supporting the course is as follows:

**Course Leader & Principal Lecturer**, Charles Brown ([brownch@westminster.ac.uk](mailto:brownch@westminster.ac.uk)) is responsible for the overall learning experience of the students and for ensuring the academic coherence and quality of the course. To deliver this, Charles works with the course team, departmental representatives, administrators and support services and the admissions team.

The **Dean of the College**, Jonathan Stockdale, holds ultimate responsibility for the course.

The **Cluster Leader** of Centre for Creative Industries Management (CCIM) has responsibility for the postgraduate courses within the cluster. Charles Brown is also Cluster Leader.

#### **Academic Support**

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities, additional support available and to your Faculty Registry Office. You will be provided with the Course Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides advice and guidance on academic matters. The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students

#### **Learning Support**

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one to one appointments.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. Students can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources (databases, e-journals, e-books). Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services. They can also choose from several computer rooms at each campus where desktop computers are available with the general and specialist software that supports the courses taught at their Faculty. Students can also securely connect their own laptops and mobile devices to the University wireless network.

### **Support Services**

The University of Westminster Student Affairs department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University.

### **How do we ensure the quality of our courses and continuous improvement?**

The course was initially approved by a University Validation Panel in 2017. The panel included internal peers from the University, academic(s) from another university and a representative from industry. This helps to ensure the comparability of the course to those offered in other universities and the relevance to employers.

The course is also monitored each year by the Faculty to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including the outcomes from Course Committees, evidence of student progression and achievement and the reports from external examiners, to evaluate the effectiveness of the course. Each Faculty puts in to place an action plan. This may for example include making changes on the way the module is taught, assessed or even how the course is structured in order to improve the course, in such cases an approval process is in place.

A Course review takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with review panels to provide feedback on their experiences. Student feedback from previous years e.g. from Course Committees is also part of the evidence used to assess how the course has been running.

### **How do we act on student feedback?**

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

- Through Course Committees students have the opportunity to express their voice in the running of their course. Student representatives are elected to Committee to expressly represent the views of their peer. The University and the Students' Union work together to provide a full induction to the role of the student representatives.
- Each Faculty also has its own Faculty Student Forum with student representatives; this enables wider discussions across the Faculty. Student representatives are also represented on key Faculty and university committees.
- All students are invited to complete a questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced.

- The University also has an annual Postgraduate Taught Experience Survey or PTES which helps us compare how we are doing with other institutions, to make changes that will improve what we do in future and to keep doing the things that you value.

**Please note:** This programme specification provides a concise summary of the main features of the course and the learning outcomes that a student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. This specification should be read in conjunction with the Course Handbook provided to students and Module Handbooks, which provide more detailed information on the specific learning outcomes, content, teaching, learning and assessment methods for each module.

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