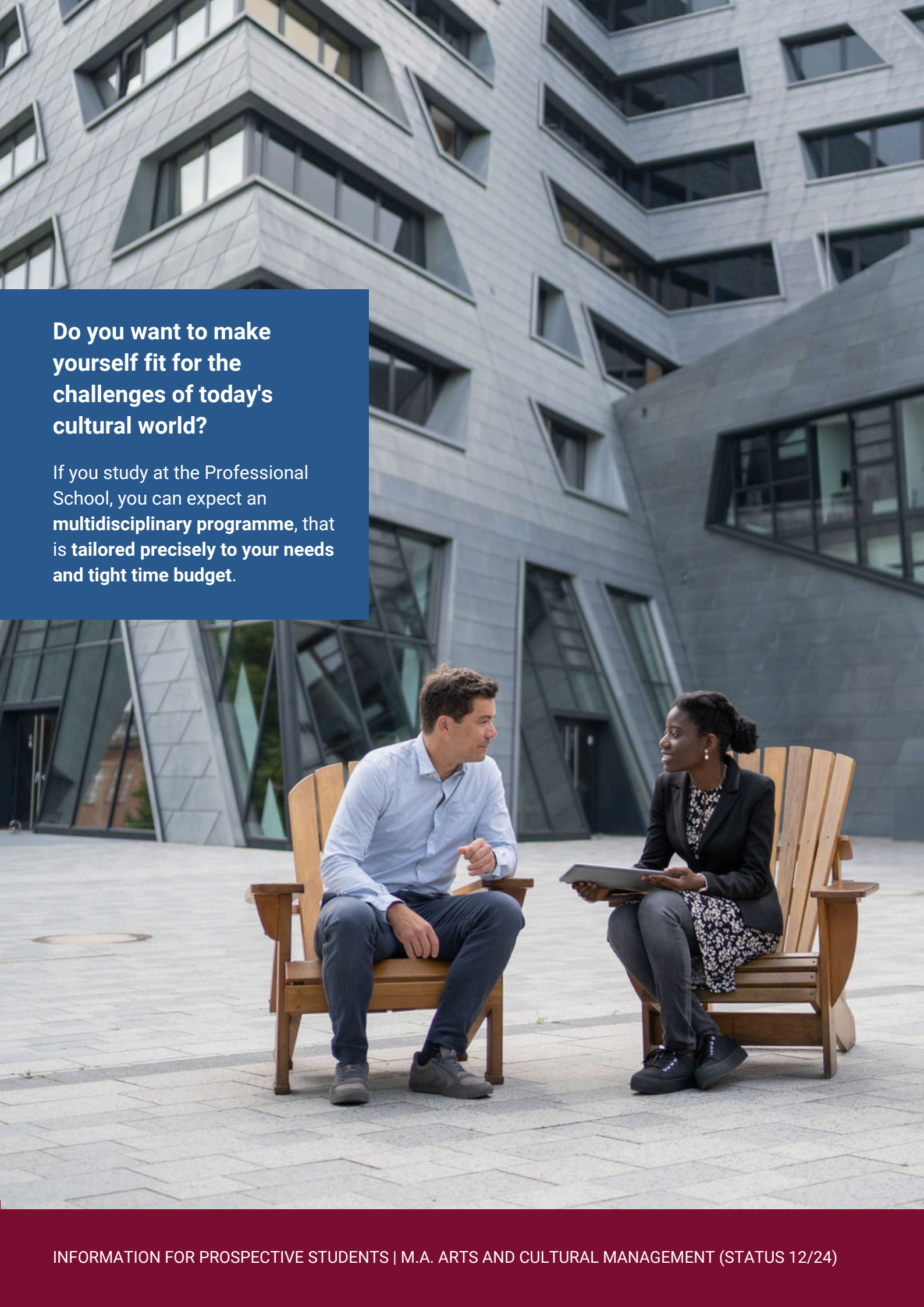


MASTER ARTS AND CULTURAL MANAGEMENT



→ PROFESSIONAL SCHOOL

A man and a woman are sitting on wooden chairs in an outdoor courtyard. The man is on the left, wearing a light blue shirt and dark trousers, gesturing with his hands. The woman is on the right, wearing a black blazer over a patterned dress and grey trousers, holding a tablet. They are both looking at each other. In the background is a modern building with a faceted, grey stone facade and many windows of various shapes and sizes. The ground is paved with light-colored stone tiles.

Do you want to make
yourself fit for the
challenges of today's
cultural world?

If you study at the Professional
School, you can expect an
multidisciplinary programme, that
is **tailored precisely to your needs**
and **tight time budget**.

DEAR PROSPECTIVE STUDENT,

thank you very much for your interest in the study programme M.A. Arts and Cultural Management. The programme was developed in cooperation with the Goethe-Institut to respond to the challenges cultural managers are facing today in an ever changing environment. It is targeted at employees of cultural organizations in different countries who wish to improve in their profession regarding strategy building, entrepreneurship and audience development.

The classes and seminars are primarily distance-learning. Two classroom sessions of one week each will take place at the campus in Lüneburg in the first and in the third semester. Project work, international case studies and arts management practitioners provide a hands-on approach and give you the opportunity to bring in your own experiences and projects.

In this document, you receive some basic information about the programme, its goals, subjects and organisation. Further information on updates and events as well as our online application you find on our website www.leuphana.de/macuma.

You are welcome to arrange an individual consultation with us via telephone ([+49.4131.677-2534](tel:+4941316772534)) or e-mail (macuma.info@leuphana.de) to answer all questions regarding the programme.



Sabine Engel
Study programme coordinator



Christian Holst
Study programme coordinator



To the
programme
website



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COMPLETION OF THE DEGREE



APPLICATION AND ADMISSION



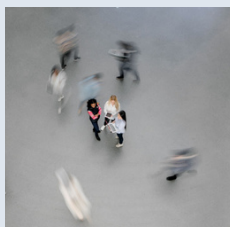
FEES AND FINANCING



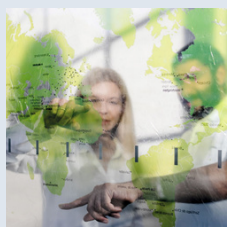
WHY ARTS & CULTURAL MANAGEMENT?



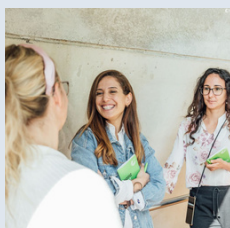
Further offers:



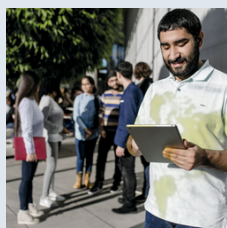
Certificate Arts & Cultural
Consumption and
Audiences



Certificate Arts & Cultural
Production and Cultural
Organisations



Certificate Developing
Cultural Organisations



Certificate International
Cultural Management in
Transition

CULTURE IN A CHANGING WORLD

ANALYSING & CREATING SOLUTIONS

In today's world, the international cultural sector and its players must be able to deal with fundamental social changes and the risks and opportunities that these create. Developments such as demographic change, digitisation and globalisation coupled with growing demands for social responsibility and sustainability now shape work in this field.



In management and central coordination positions in particular, culture professionals therefore require comprehensive management skills and a keen awareness of the societal role of their organisation if they are to understand and analyse these transformation processes and strategically develop effective solutions to current challenges. To equip cultural managers to deal with these changes, the Professional School at Leuphana University of Lüneburg offers a Master's programme in Arts and Cultural Management in cooperation with the Goethe-Institut.

The distance-learning programme is taught and assessed entirely in English.

THE M.A. PROGRAMME AT A GLANCE

The Master's programme is aimed at working cultural managers with an undergraduate degree who are seeking specific further professional training, for example to take on leadership roles or actively shape change processes within cultural organisations. The practical focus of the programme allows you to apply findings and concepts directly to your own work. For those seeking to specialise in cultural management in future, the Master's is also an excellent introduction to this wide-ranging field and the current challenges of work in the culture sector. Applicants' undergraduate degrees may therefore be in any of a wide range of subjects.

What is more, the e-learning format with just two block seminars in Lüneburg allows you flexibly to combine studying with your professional commitments.

AT A GLANCE	
Degree	Master of Arts (M.A.)
Credit Points	60 or 90
Length of study	3 or 4 semesters
Language	English
Start date	September, flexible entry options
Application deadline	May 31st
Costs	7,710 Euro (60 CP variant) or 9,760 Euro (90 CP variant) total plus the current term contribution of c. 210 Euro per term
Application requirements	<ul style="list-style-type: none">• an undergraduate degree (e.g. Bachelor)• at least one year of relevant work experience (entry via modular studies possible with shorter work experience)• advanced knowledge of English
Programme Directors	Prof. Dr. Sigrid Bekmeier-Feuerhahn and Prof. Dr. Volker Kirchberg

A WEALTH OF CULTURAL MANAGEMENT EXPERTISE

The Goethe-Institut has been offering training and networking programmes in cultural management worldwide to further qualify cultural professionals and to advance the development of cultural infrastructures since 2009. Typically, each Goethe-Institut programme is tailored to specific local needs and to the potentials of course participants. The Goethe-Institut considers all of its courses as reciprocal, mutual learning processes in which the participants are the experts in their fields. The global network of 157 institutes gives the Goethe-Institut close ties to local arts scenes. This international practical expertise is contributed to the Master's in Arts and Cultural Management.

GOETHE-INITIUT MODULES

In this degree programme taught by international experts, we draw on profound experience from their network to offer five topical modules that are very relevant to international cultural management:

- Culture and Transformation
- Culture and Cooperation
- Participation, Diversity and Empowerment
- Culture and Sustainability
- Culture and Digitality



The Goethe-Institut has many years of experience with advanced cultural management programmes. Thanks to our global network, international case studies from cultural management practitioners and organisations enrich our curricula. Thus, we are pleased to be able to contribute to the transfer of knowledge and practice through the Master's programme Ars & Cultural Management.

ANNA SCHÜLLER, Head of Division, Education and Discourse,
Goethe-Institu

“



Taking a broad view is becoming increasingly important to cultural organisations today. Knowing the dynamics and challenges of society and connecting them with daily work is what shapes innovation in cultural production. It is these dynamics, combined with comprehensive insights on the methods and tools you need as an arts manager to deal with them, on which the programme focuses. That is what makes the programme such a great opportunity for future arts managers and cultural entrepreneurs.

Prof. Dr. SIGRID BEKMEIER-FEUERHAHN,
Study Programme Director

“



It is the combination of different perspectives, such as economics, humanities and social sciences, that broadens and enhances in particular practitioners' view of arts and cultural management. Coming from a transdisciplinary background myself, I learned that changing perspectives not only enriches academic work, but also enhances creative processes, strategy building and communication.

Prof. Dr. VOLKER KIRCHBERG,
Study Programme Director

”

STRUCTURE OF THE DEGREE PROGRAMME



You can opt for either a 60 CP or 90 CP version of the programme and complete the Master's programme in 3 or 4 semesters.

90 CP VERSION OF THE PROGRAMME	1 st Semester	2 nd Semester	3 rd Semester	4 th Semester
	Methods for Analysing Markets & Building Strategies [5 CP]	Culture & Digitality [5 CP]	Culture & Cooperation [5 CP] – elective module	Participation, Diversity & Empowerment [5 CP] – elective module
	Theories of Art Production and Organisations [5 CP]	International Law & Cultural Politics [5 CP] – elective module	Accounting, Finance, Fundraising [5 CP] – elective module	Communication & Branding Strategies [5 CP] – elective module
	Theories of Arts Consumption / Reception / Experience [5 CP]	Qualitative & Quantitative Methods [5 CP]	Culture & Sustainability [5 CP] – elective module	Leadership and Governance for Cultural Organisations [5 CP] – elective module
	Audience Development [5 CP] – elective module	Culture & Transformation [5 CP]	Developing Cultural Organisations [5 CP] – elective module	
			MASTERS THESIS [15 CP]	
	COMPLEMENTARY STUDIES The Individual & Interaction (Introduction to the study) Society & Responsibility [5 CP]			

On the 90 CP course (4 semesters) you take a total of 14 specialist modules from three areas of specialization and special Goethe-Institut modules as well as 1 complementary studies module. Alongside six mandatory modules you select eight electives.

You explore aspects of strategic management and a range of methods in empirical social research and investigate topics such as types of cultural organisations and the framework within which they operate, visitor types, visitor expectations, appealing to visitors and cultural branding and communication.

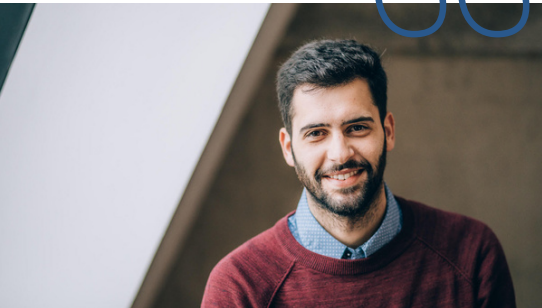
In four modules you take a look at issues such as the legal and political environment for cultural organizations and culture professionals, business activities, financial planning, and budget and resource management.

Topics in the integrated Goethe-Institut modules include the challenges posed to cultural work by transformation processes, digitalization, partnerships, staff development, leadership and sustainability. In the complementary studies module, you explore overarching topics such as ethics and responsible action.

60 CP VERSION OF THE PROGRAMME	1 st Semester	2 nd Semester	3 rd Semester
	Methods for Analysing Markets & Building Strategies [5 CP]	Culture & Digitality [5 CP]	MASTERS THESIS [15 CP]
	Theories of Arts Consumption/ Reception/ Experience [5 CP]	Qualitative & Quantitative Methods [5 CP]	
	Theories of Art Production and Organisations [5 CP]	Culture & Transformation [5 CP]	
	Mandatory Elective Modules You can select 2 mandatory elective modules [max. 1 Goethe-Institut module] [5 CP + 5 CP]		
	COMPLEMENTARY STUDIES The Individual & Interaction (Introduction to the study) Society & Responsibility [5 CP]		

The 60 CP programme takes three semesters only and comprises a total of 8 specialist modules and 1 complementary studies module. Alongside six mandatory modules, you select two electives. If you choose the 60 CP option you can therefore tailor the programme to individual needs and qualification requirements.

In order to optimally prepare you personally for taking on far-reaching responsibility in your job, you will also take a complementary module, which focuses on leadership, change management and organisational ethics. In the final semester(s), you will mainly write your Master's thesis, which may also relate to your everyday professional life.



The different modules and the balance between the theoretical and the practical courses made it the perfect programme for me. Moreover, studying from abroad, hence not having to quit or to take a break from work to finish my masters was an additional advantage.

JOHNNY KORT, student

STUDY ORGANISATION

The Master's programme starts every year in September. It is a distance-learning programme aimed at cultural practitioners from all over the world. The programme allows you to remain fully active in your profession during your studies as we calculate with a weekly workload of 21 hours. Attendance is only required at 2 block seminars in Lüneburg lasting 1 week each in September, one at the start of the programme and one in the third semester, allowing an exchange between students from different years. The introductory classes and workshops are held during these two weeks on campus.

All of the seminars are distance-learning units. Lecturers, other programme staff and e-learning teams provide comprehensive support not only during the online learning units and block seminars, but also during self-study periods.

You can flexibly organise most parts of your degree in line with your professional commitments: the e-learning platform gives you access to material such as literature, e-lectures, presentations and exercises. You can engage with your fellow students and teaching staff around the world in forum discussions, online live sessions and group work spaces and work with them on joint projects. The platform is also used to submit assessments and for preparing and revising classes. This allows you to choose your own learning environment to a large extent and gives you flexibility in terms of time and location.



The programme is very flexible and has a lot of online content. Even if one is overwhelmed with daily work duties; all webinars and recorded or pre-recorded, thus, it is possible to watch any seminar at the time that suits their schedule.

ALI KHAIR, student

You must complete one assessment per module. We seek to ensure that the assessment system also offers sufficient flexibility, which is why most assessments are essays, portfolio work, project work or presentations. This allows you to complete assessments in line with your schedule and available time.

Should you fail to meet the deadline for an assessment or should you be temporarily unable to continue your studies for professional or personal reasons, you have the option of applying for an extension or leave of absence. Here too, the coordinators will be happy to advise you.

FLEXIBILITY FOR WORKING PEOPLE

New challenges await you on the part-time degree programme: Balancing work, private life and studies is a key issue. You will have to save time for your continuing education programme elsewhere, which requires good time and self-management.



Would you like to take a look at the semester schedule to compare it with your personal calendar?

No problem, please contact us and we will send you the current schedule.



However, if things get tight because deadlines collide or you have more work commitments, you can take examinations or even entire modules at a later date. Incidentally, attendance is not compulsory for our courses. The decisive factor for completing a module is passing the examination.



I'm most grateful to the MACUMA programme of the Professional School because it offered me the opportunity to further my educational qualifications without having to make undesirable compromises.

MONTSERRAT ROS, student

MODULES AND CONTENTS

F1 METHODS FOR ANALYSING MARKETS & BUILDING STRATEGIES

Strategic Management

- Current market and resource analysis processes
- Strategic management techniques in cultural organisations
- Analysis of the macro-external and micro-external environment
- SWOT analysis
- Programme-market strategies in the cultural sector
- Evaluation of strategic alternatives
- Strategy choice

F2 THEORIES OF ART PRODUCTION AND ORGANIZATIONS

Environment and framework for the production of cultural goods

- Overview of current theories
- Role of cultural organisations within their broad network in society, in politics and on the market
- Sociology of the arts and Art Organisations: organisational theory and analysis
- Production of cultural goods, value chains and constraints
- Cultural Ecologies: preservation, citizenship and network connectivity

F3 THEORIES OF ARTS CONSUMPTION / RECEPTION / EXPERIENCE

Consumption of cultural goods and services

- Introduction to key terms and concepts
- Arts consumers and marketing
- Prosumption and the arts experience
- Transformational social processes and the arts

F4 AUDIENCE DEVELOPMENT (ELECTIVE MODULE)

Analysis and strategy development for visitor groups

- Target groups for cultural services
- Discourse of audience development
- Understanding the audience: motivations for, and barriers to, arts consumption
- Limitations and democratic dilemma of audience development

F5 INTERNATIONAL LAW & CULTURAL POLICIES (ELECTIVE MODULE)

Cultural policy environment and framework from an international perspective

- Current media law, data protection and copyright requirements
- Introduction to international organisations and cultural policies
- Key concepts of international cultural policy

F6 DEVELOPING CULTURAL ORGANISATIONS (ELECTIVE MODULE)

Entrepreneurship and change processes

- Change within arts and cultural organizations
- Tools and tactics
- Drawing up a strategic plan or concept for innovation

F7 ACCOUNTING, FINANCE, FUNDRAISING (ELECTIVE MODULE)

Financial planning within cultural organisations and cultural projects

- The financial ecosystem in the arts
- Public funding
- Private funding
- Financial management & accounting
- Earned income

F8 QUALITATIVE & QUANTITATIVE METHODS

Data collection methods, research concepts and evaluation

- Logic and principles of empirical social research
- Approaches, methods and instruments in empirical social research
- Data collection in quantitative and qualitative research
- Data preparation and analysis in quantitative and qualitative research

F9 COMMUNICATIONS & BRANDING STRATEGIES (ELECTIVE MODULE)

Digital and analogue communication and branding concepts

- Key principles for creating a corporate identity in integrated communication
- Campaign development
- Branding strategies: analysing and learning from branding strategies
- Integrated Marketing Communications: principles of communicating with your audience on different platforms

F10 CULTURE & TRANSFORMATION

Current challenges of international cultural management

- Globalisation
- Digitisation
- The role of cultural management and cultural managers in society and transformation processes

F11 CULTURE & COOPERATION (ELECTIVE MODULE)

Collaborations and cultural partnerships

- What is meant by 'cooperation'?
- Theories of cooperation, instrumentality and value
- Understanding cooperation and coopetition
- Identifying partners

F12 PARTICIPATION, DIVERSITY & EMPOWERMENT (ELECTIVE MODULE)

The societal role of cultural management

- Key terminology and concepts of participation, empowerment and diversity
- Case studies on participatory/community arts/co-creation projects
- Cultural equity and how to achieve creative justice

F13 CULTURE & SUSTAINABILITY (ELECTIVE MODULE)

Sustainable cultural management at an economic, social and ecological level

- Environmental and social sustainability as well as the political framework for sustainability
- Concepts of culture and sustainable development
- Possible roles of culture and the cultural sector in sustainable development

F14 CULTURE & DIGITALITY (ELECTIVE MODULE)

Conditions and effects of digital transformation processes on cultural production and reception

- Develop a uniform understanding of the terms
- Deal with the basic technical concepts of the digital and with concrete options, tools and modes of digitality
- How these can be applied and made beneficial in the cultural sector?
- How can cultural players give sense in the societal process of digital transformation?

F15 LEADERSHIP AND GOVERNANCE FOR CULTURAL ORGANISATIONS (ELECTIVE MODULE)

- Theories of leadership in arts organisations (including post-hierarchical management)
- Effective leadership in practice
- Governance structures: boards, trustees, and advisory committees
- Ethical leadership and cultural responsibility
- Transformative governance and adaptive leadership
- Self-reflexion as a key practice in leadership

C1 THE INDIVIDUAL & INTERACTION (INTRODUCTION TO THE STUDY PROGRAMME) (OPTIONAL)

- Introduction to the degree and to working with the learning platform
- Basics of academic writing and research
- Modern time management skills
- Techniques for ensuring a good work-life balance

C3 SOCIETY & RESPONSIBILITY

You will develop criteria for psychologically sound leadership behaviour, analyse your personal communication style and thus develop your skills as a responsible manager. Another part of this module is the responsible management of change processes in companies and organisations.

- Leadership and responsibility
- Shaping change in a meaningful way
- Ethics and values

This module is organised centrally by the Professional School and is offered to all Master's students across all degree programmes.

What happens during your studies?

Find out more in the following video:



PRACTICAL ORIENTATION

In addition to teaching specialised knowledge, the Master's in Arts and Cultural Management has a strong focus on application. To this end, the lecturers include both renowned lecturers from the university and successful practitioners from all over the world, who provide an exciting insight into their working world in cultural organisations. Small learning groups enable optimal supervision and a lively exchange within a cohort. A maximum of 40 places are allocated per cohort.



We cordially invite you to bring current issues and (sub-)projects from your everyday working life to the seminars and discuss them with your fellow students and lecturers. Kill two birds with one stone and apply the knowledge you have learnt directly in your cultural institution. For example, you can choose questions related to your own working environment for some examinations or your Master's thesis.

FINAL THESIS WEEK ON CAMPUS OR ONLINE

Writing a thesis can present students with major challenges. In addition to time management, the writing process in particular raises many questions:

- How do I narrow down my topic?
- How do I do targeted research?
- What is the best way to approach the writing process?
- And how do I manage my sources?

Answers to these fundamental questions will be found during the final thesis week.



Note for students working in Germany: The thesis week is registered as regular educational leave in various federal states. Use your personal contingent.

Twice a year, the Leuphana Professional School organises a thesis week in which everything revolves around planning and writing the thesis. Students from different degree programmes tackle this task together, with the Professional School team providing the best possible support. A framework programme structures the thesis week and offers the opportunity to structure the writing according to individual needs.



Learn more
about the final
thesis week



YOUR ADVANTAGES AT A GLANCE

Interdisciplinary and international

Combination of different perspectives and current developments in culture, business and society, focus on sustainable and innovative cultural management, scenarios of global relevance discussed in groups and interdisciplinary projects, promoting knowledge transfer

A focus on practice

Case studies and project work providing a strong link to practice and transferability to professional life, possibilities to explore current problems you face in your everyday work during studies, benefit from an in-depth exchange with teaching staff and fellow students

The ideal balance between studying and working

Mostly distance-learning sessions, only two block seminars in attendance, just 3 or 4 semesters to your internationally recognised Master's degree, study time per week adjusted to personal needs and professional circumstances of working students, e-learning platform allowing for high flexibility

Academic atmosphere and support

Small study group (max. 40 students), constant support by the e-mentor and programme coordinators

Intercultural exchange

Excellent networking opportunities as you meet and get to know fellow students and lecturers from all over the world, practical experience of cultural differences and different ways and approaches to solving problems

Quality-assured professional education

External accreditation, continuous evaluation and quality assurance



APPLICATION AND ADMISSION

The Master's in Arts and Cultural Management starts in September of each year. You have until 31 May to submit your application digitally via our application tool.

It is also possible to take individual modules and have them subsequently credited to your degree programme. You can register for the individual modules subject to availability until the start of the respective module.

To fulfil the admission requirements for the Master's in Arts and Cultural Management, you need

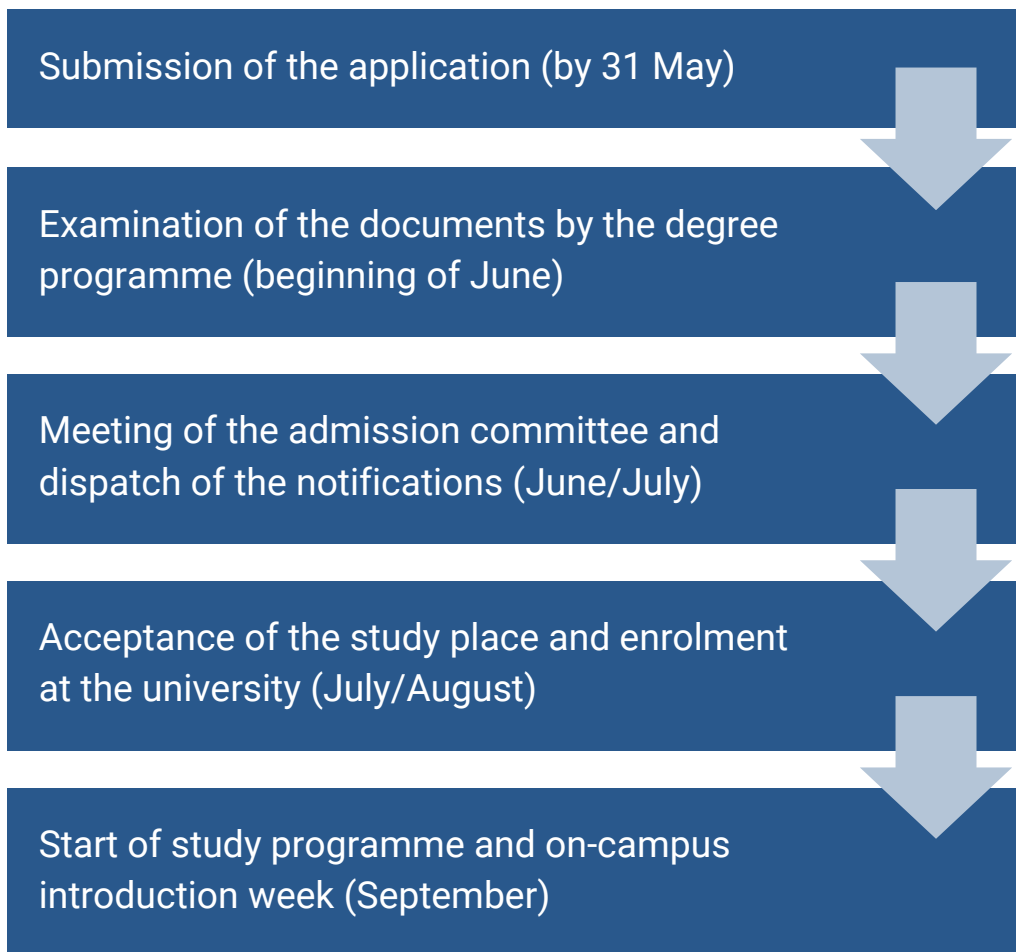
- an undergraduate degree (e.g. Bachelor)
- at least one year of relevant work experience after you completed your first university degree (entry via modular studies possible with shorter work experience)
- advanced knowledge of English



Go to the
application tool

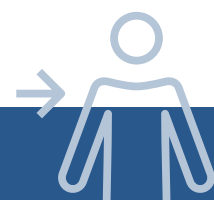


THE ADMISSION PROCESS TAKES PLACE IN THE FOLLOWING STEPS:



During the admission process, we will keep you up to date on the individual intermediate steps and are always available to answer your questions. The Master's programme starts with an introduction week in Lüneburg, where you will receive all programme-relevant information and have the opportunity to meet your fellow students and lecturers in person.

Do you have all the documents together?
We look forward to your application!



Are you unsure whether you fulfil the admission requirements or whether your documents are sufficient? We will be happy to advise you!

CP-DELTA

In order to obtain a Master's degree, you must provide evidence of a total of 300 credit points (ECTS) from your Bachelor's and Master's degree programmes in accordance with legal requirements. However, some students only have 180 or 210 ECTS from their first degree programme. In these cases, a ECTS gap may arise, the so-called ECTS delta, and additional ECTS must be acquired before submitting the Master's thesis.

All modules of the Master's curriculum and the additional ECTS must be completed by the time you submit your Master's thesis. In addition to choosing the 90 ECTS option of the Master's programme, you have the following options for this in the Master Arts and Cultural Management programme.

Recognition of professional competences via the bridging module <ul style="list-style-type: none">• Proof of at least 1 year (15 CP) or at least 2 years of relevant professional experience related to cultural management on the basis of a structured expert discussion	15-30 CP
Recognition of previous academic achievements <ul style="list-style-type: none">• Additional study achievements at other universities, regardless of the subject specialisation	individual
Preparation of an extended Master's thesis <ul style="list-style-type: none">• Completion of a Master's thesis with an extended scope and in-depth research question by individual arrangement	5-15 CP
Preparation of a project <ul style="list-style-type: none">• Carrying out a project in which the conception, realisation, evaluation and documentation of the project are carried out using scientific methods and reflected on at a scientific level	5-10 CP
Enrolment in additional courses <ul style="list-style-type: none">• Completion of additional modules of other study programmes of the Professional School (ATTENTION: the fees of the respective study programme apply here)	individual



FEES AND FINANCING

The following fees are charged for participation in the part-time Master's programme Arts and Cultural Management:

- Tuition fees: 7,710€ or 9,760€ depending on the programme variant
- Plus semester contribution: approx. 210€ (per enrolled semester)

At the beginning of your degree programme, you should specify the payment method in the payment agreement in consultation with the coordinator. Instalments and special payments are possible. We will invoice you for the tuition fees according to your details. The semester fee will be charged by the university in advance as part of the enrolment process.

It is also possible to attend individual modules. You can book these online until shortly before the module starts.

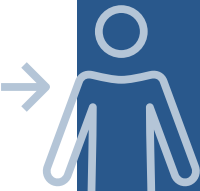


Due to the current legal regulations, you can claim costs relating to your studies for tax purposes in Germany. Please ask your tax advisor!



You are not the only one to benefit from a degree programme. Your employer can also benefit from investing in your professional development. A discussion with your line manager can clarify this. Some students negotiate individual financing models with their employers. This can vary from offers of support for flexible working hours and the granting of days off for study purposes to full funding of studies.

We are happy to issue the tuition fee certificates directly to your employer in the event of (partial) cost coverage.



Arrange a personal consultation appointment by e-mail to clarify your questions about financing a part-time degree programme and to receive advice:
psfinanzierung@leuphana.de



Is the financial investment in a part-time degree programme worthwhile? What costs will I face and how can I best manage them? There are many questions about financing a part-time degree programme.

Before you start your part-time degree programme at the Professional School, we recommend that you draw up an individual financing plan. It may also be worth taking a look at possible scholarships and grants.



Information on
funding and
financing



CERTIFICATE ARTS & CULTURAL CONSUMPTION AND AUDIENCES



For cultural institutions, it is essential to cater to the expectations and needs of their visitors. Corresponding knowledge about visitor groups, their analysis as well as suitable approaches to strategy formation can be gained in this certificate. Students deal with forms and developments of the consumption of cultural goods, analysis and strategy formation for various visitor groups as well as holistic concepts for communication and branding. The certificate programme with three modules from the Master's programme starts in October and lasts 2 semesters.

Theories of Arts Consumption/Reception/Experience

Audience Development

Communication and Branding Strategies



About the Arts & Cultural
Consumption and
Audiences certificate



CERTIFICATE ARTS & CULT. PRODUCTION AND CULT. ORGANISATIONS



To survive in the competition with other institutions, cultural institutions must develop continuously. Here, they are subject to various influential factors, such as society, the market and politics, legal conditions or financial matters. The comprehensive expertise to deal with these factors can be acquired in this certificate course. Students can choose 3 out of 4 available modules from the Master's programme.

Theories of Arts Production and Organizations

International Law & Cultural Politics

Developing Cultural Organizations

Accounting, Finance, Fundraising



About the Arts & Cultural
Production and Cultural
Organisations certificate

CERTIFICATE DEVELOPING CULTURAL ORGANISATIONS



The certificate course supports cultural workers in making their institutions and projects sustainable. In the online-based course, professionals acquire skills in reflective leadership, strategic organisational development, innovative cooperation design, and in questions of empowerment and productive participation of diverse people and groups. Students take 3 out of 4 available modules from the Master's programme.

Leadership and Governance in Cultural Organisations (compulsory module)

Developing Cultural Organisations (elective module)

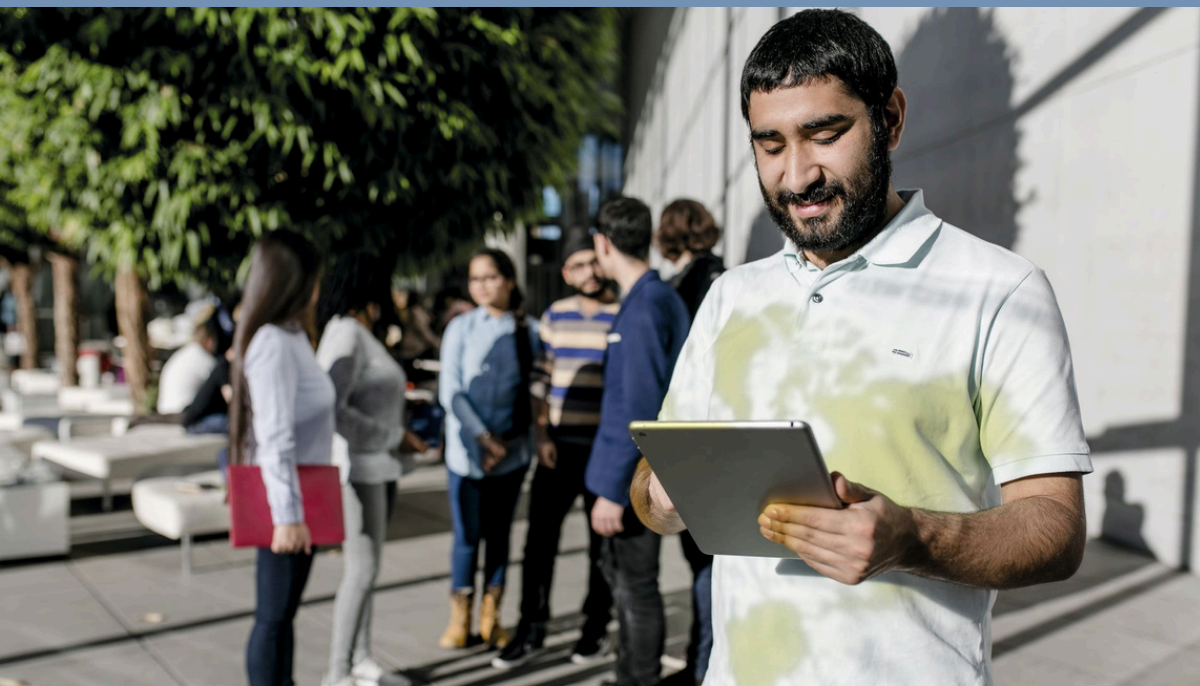
Culture and Cooperation (elective module)

Participation, Diversity, Empowerment (elective module)



About the Developing
Cultural Organisations
certificate

CERTIFICATE INTERNAT. CULTURAL MANAGEMENT IN TRANSITION



Worldwide, current transformation processes such as digitalisation and globalisation are impacting on cultural institutions. With this certificate course, culture professionals can qualify to deal with these new challenges. Students can choose 3 out of 5 available modules from the Master's programme.

Culture and Transformation

Culture & Cooperation

Culture & Digitality

Participation, Diversity & Empowerment

Culture and Sustainability



About the International
Cultural Management
in Transition certificate



WHY STUDY ARTS & CULTURAL MANAGEMENT?

1

FUTURE-ORIENTATED STUDY SUBJECT

You learn about the structures and framework for cultural production within and outside cultural organizations, and various players on the cultural market at an international level. You are able to develop and steer business processes in cultural organizations and tailor these to current changes on the marketing and in society.

2

DIVERSE CAREER PROSPECTS

After completing your Master's degree, you are qualified to take on management or a wide range of other roles in a range of culture sectors globally in fields such as management, communication, organizational development, partnerships and audience development. You have the necessary expertise to secure the long-term future of your cultural organization with creative solutions.

3

IN 3 OR 4 SEMESTERS TO THE MASTER'S DEGREE

The work-life balance of career, studies and family is designed so that you can remain in employment and complete your degree in just 18 or 24 months without loss of earnings.

4

MODULAR STUDY STRUCTURE

Thanks to the modular study structure and our certificate programmes, there are flexible entry options. This allows you to customise your studies, take individual modules in advance or spread out the workload of your study time.

5

LEARNING FROM EXPERTS

You will gain far-reaching insights into research and practice from recognised experts and benefit from the lecturers' wealth of experience. Instructors from well-known international cultural companies and institutions supplement the programme and present course content from a practitioner's point of view.

6

PRACTICAL ORIENTATION

We cordially invite you to discuss current issues in your day-to-day work in the seminars. Bring the knowledge you have learned directly into your cultural organisation by working on a real (partial) project for some of the exams.

7

LEARNING IN SMALL GROUPS

A maximum of 40 study places are allocated per programme start. Small study groups enable optimal supervision and a lively exchange within a cohort.

8

INDIVIDUAL SUPPORT

Throughout your studies, you will be personally supervised by the programme coordinators and supported in all matters relating to the organisation of your studies.

9

PERSONAL EXCHANGE AT EYE LEVEL

In addition to live online sessions, we incorporate two attendance weeks into the programme, which focus on learning with and from each other at eye level. We also focus on interaction and exchange in our synchronous online formats. The degree programme is not an on-demand programme, but thrives on exchange.

10

RECOGNISED UNIVERSITY DEGREE

The M.A. Arts and Cultural Management is an internationally recognised and accredited university degree and opens up the possibility of a PhD.

CONTACT



Programme Coordinator

SABINE ENGEL

sabine.engel@leuphana.de

+49.4131.677-1858



Programme Coordinator

CHRISTIAN HOLST

christian.holst@leuphana.de

+49.4131.677-2534



INDIVIDUAL COUNSELLING

on campus, virtually via telephone or Zoom to evaluate whether the content of the programme meets your expectations. For a counselling session, please select an appointment in our [booking portal](#).

To the appointment
booking



INFO DAY PART-TIME STUDY

Twice a year, we present the Master's in Arts and Cultural Management at the the [Leuphana Professional School's Info Day](#).

Dates and
registration



DATES AND EVENTS

You can find the latest dates for (online) info events on our [website](#) at any time.

Dates and
registration

