

YOUR PERSPECTIVES  
AS A GRADUATE

You know ... about the structures and framework for cultural production within and outside cultural organizations, and various players on the culture market at an international level.

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 secure ... the long-term future of your cultural organization with creative solutions.

You develop ... and steer business processes in cultural organizations and tailor these to current changes on the market and in society.

You understand ... the specific dynamics of both the global and domestic culture market and the framework for establishing and developing cultural organizations.

You have ... the opportunity of pursuing a doctorate.

CULTURAL MANAGEMENT  
PROGRAMMES BY THE  
GOETHE-INSTITUT

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. The programmes are digital or class-room-based while the range of blended learning courses is constantly being expanded.

Typically, each Goethe-Institut programme is tailored to specific local needs and to the potentials of course participants. We consider all of our courses as reciprocal, mutual learning processes in which the participants are the experts in their fields. Our global network of 157 institutes gives us close ties to local arts scenes and we contribute this international practical expertise to the Masters in Arts and Cultural Management.

GOETHE-INSTITUT MODULES THE ARTS & CULTURAL MANAGEMENT MASTERS PROGRAMME

In a degree programme taught by international experts, we draw on profound experience from our diversified cultural management programmes 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 five thematic modules build on the two successful MOOCs which the Goethe-Institut developed in partnership with Leuphana University and held in 2015 and 2016.

“ 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 art 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

“ Due to our many years of experience in cultural management programmes and our global network, we can ensure the transfer of knowledge and practical skills in the Master programme Arts & Culture Management. We are very pleased to be able to offer this unique Masters degree programme together with the Leuphana University of Lüneburg/ Professional School.

Dr. THOMAS LIER, Head of Cultural Education and Discourse at the Goethe-Institut ARTS AND CULTURAL MANAGEMENT

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 31 <sup>st</sup>
Costs	7,284 or 9,284 Euro total plus the current term contribution of c. 210 Euro per term
Application requirements	— 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 Director	Prof. Dr. Sigrid Bekmeier-Feuerhahn and Prof. Dr. Volker Kirchberg

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ARTS AND CULTURAL  
MANAGEMENT

MASTER



→ PROFESSIONAL SCHOOL

[professional programme]

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 Masters programme in Arts and Cultural Management in cooperation with the Goethe-Institut.

The Masters is a distance-learning programme that is taught and assessed entirely in English. It comprises two block seminars and online study. The programme is aimed at cultural practitioners all over the world.



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+ 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

Many distance-learning sessions, only two block seminars in attendance, just 3 or 4 semesters to your internationally recognised Masters 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 online tutor and programme coordinator

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



COMPREHENSIVE EXPERTISE  
AT THE INTERFACE OF  
CULTURE AND MANAGEMENT

You can opt for either a 60 CP or 90 CP version of the programme.

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 2 complementary studies modules.

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. This area of specialization also includes a project phase.

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 two complementary studies modules, you explore overarching topics such as self-management and responsible action.

The 60 CP programme takes three semesters only and comprises a total of 8 specialist modules and 2 complementary studies modules. 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.

FLEXIBILITY FOR WORKING PROFESSIONALS

The programme allows you to remain fully active in your profession during your studies. Attendance is only required at 2 block seminars in Lüneburg lasting 1 week each. Most 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 OPT FOR EITHER A 60 CP OR 90 CP VERSION OF THE PROGRAMME:

60 CP VERSION OF THE PROGRAMME	1 <sup>st</sup> Semester	2 <sup>nd</sup> Semester	3 <sup>rd</sup> 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 Organizations [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]		

90 CP VERSION OF THE PROGRAMME	1 <sup>st</sup> Semester	2 <sup>nd</sup> Semester	3 <sup>rd</sup> Semester	4 <sup>th</sup> Semester
	Methods for Analysing Markets & Building Strategies [5 CP]	Culture & Digitality [5 CP]	Culture & Cooperation [5 CP] – elective on 60 CP course	Participation, Diversity & Empowerment [5 CP] – elective on 60 CP course
	Theories of Art Production and Organizations [5 CP]	International Law & Cultural Politics [5 CP] – elective on 60 CP course	Accounting, Finance, Fundraising [5 CP] – elective on 60 CP course	Communication & Branding Strategies [5 CP] – elective on 60 CP course
	Theories of Arts Consumption / Reception / Experience [5 CP]	Qualitative & Quantitative Methods [5 CP]	Culture & Sustainability [5 CP] – elective on 60 CP course	
	Audience Development [5 CP] – elective on 60 CP course	Developing Cultural Organizations [5 CP] – elective on 60 CP course		
	Culture & Transformation [5 CP]		MASTERS THESIS [15 CP]	
	COMPLEMENTARY STUDIES The Individual & Interaction (Introduction to the study) Society & Responsibility [5 CP]			