### Programme Specification ARO 034a

#### Section 1 Key Facts

<table>
<thead>
<tr>
<th>Awarding Body</th>
<th>University of Stirling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner Institution</td>
<td>N/A</td>
</tr>
<tr>
<td>Programme Name</td>
<td>Media Management</td>
</tr>
<tr>
<td>Award e.g. BSc (Hons), MA etc.</td>
<td>MSc</td>
</tr>
<tr>
<td>Faculty</td>
<td>Arts and Humanities</td>
</tr>
<tr>
<td>Division (if applicable)</td>
<td>Communications, Media and Culture</td>
</tr>
<tr>
<td>UCAS Code (UG only)</td>
<td>N/A</td>
</tr>
<tr>
<td>Programme Code</td>
<td>TXX44-MMA</td>
</tr>
<tr>
<td>Mode of Study</td>
<td>Full Time Part Time (If both please provide two Degree Programme Tables in the Outline Programme Structure)</td>
</tr>
<tr>
<td>Location/Method of Study</td>
<td>On Campus – UK International Where: Online Blended</td>
</tr>
<tr>
<td>Admission Points</td>
<td>September January Other (If more than one entry point please provide a Degree Programme Table for each in the Outline Programme Structure)</td>
</tr>
<tr>
<td>Length of Programme</td>
<td>12 months</td>
</tr>
<tr>
<td>SCQF Level</td>
<td>11</td>
</tr>
<tr>
<td>Total Credit Value</td>
<td>180</td>
</tr>
<tr>
<td>ECTS Credit Value</td>
<td>90</td>
</tr>
<tr>
<td>Relevant QAA Subject Benchmark</td>
<td>n/a</td>
</tr>
<tr>
<td>Professional Body Accreditation (all relevant accreditations to be listed)</td>
<td>Name of accrediting body: Required for programme: No</td>
</tr>
<tr>
<td>Programme Director</td>
<td>Richard Haynes</td>
</tr>
<tr>
<td>Advisor of Studies</td>
<td>Richard Haynes</td>
</tr>
<tr>
<td>Programme Approved</td>
<td>1993</td>
</tr>
<tr>
<td>Last Updated</td>
<td>2018</td>
</tr>
</tbody>
</table>
## Section 2 Overview

### PROGRAMME SUMMARY

The Media Management programme has been developed to prepare media managers to meet the challenges posed by unprecedented change and increased competition in the media environment. This academic programme is designed to provide media practitioners with a wider analytical perspective on the main issues affecting their work and offers graduates a rigorous foundation for a career in the media industry.

The course builds on the Department of Communications, Media and Cultures extensive links with the media industry and draws on a range of related disciplines including media studies, economics, regulation and law, marketing as well as business studies.

Internationally oriented and comparative in approach, the course aims to provide:

- a theoretical and case-study based foundation in media economics, finance and media organisations
- appropriate management skills and an analytical perspective on the media industry
- an understanding of the main policy and regulatory frameworks which affect the media industry
- advanced study in contemporary media and cultural theories
- training in appropriate research methodologies, both quantitative and qualitative

### Key Features of the Programme

This is an interdisciplinary programme which will excite, challenge and inform. Students will gain new knowledge, while exploring their own ideas of what the media industry is and what they might contribute in the future. The programme offers a blend of media and management focus with modules designed for contemporary media managers in a complex digital media world.

### PROGRAMME AIMS

On successful completion of this programme, you should be able to:

1. Demonstrate a comprehensive knowledge of contemporary global media industries and managerial practice.
2. Apply appropriate management theories to analyse the strategic impact of new digital technologies on media organisations.
3. Use appropriate research methodologies, both quantitative and qualitative, to plan, execute and analyse media management research projects.
4. Demonstrate a working knowledge of the main policy and regulatory frameworks which affect the media industry.
5. Develop marketing and digital strategies within a media context.

### WHAT WILL I BE EXPECTED TO ACHIEVE?
On successful completion of this programme, you should be able to:

1. Be a confident media manager with the essential knowledge and skills to work in a range of contemporary media environments including broadcasting, press and magazines, film, advertising, digital media and other areas of communications.
2. Demonstrate an international outlook and understanding of the global creative industries and international trade in media goods and services.
3. Engage and develop strategies for the development of a range of media organisations from public service media to commercial businesses.
4. Plan and implement social media marketing campaigns.
5. Respond to, and implement, regulatory requirements in the media and communications industries.
6. Plan and design research projects on the media industry.

Subject-specific skills and other attributes:

- Being a knowledgeable social science researcher of the media, with the ability to apply studies in economics, law, management and organisational studies, marketing communications, and research methods.

Generic skills (e.g. information skills, communication skills, critical, analytical and problem-solving abilities) and other attributes:

- Demonstrate transferable skills in the use of learning technologies (via Canvas), reflexive and collaborative learning (through group work and class presentations), critical analysis and research techniques.

Intellectual, Practical and Transferable Skills and other graduate attributes:

1. Knowledge to manage a range of complex issues faced in media environments.
2. Development of a range of practical management and analytical skills to understand and interpret media organisations.
3. Understanding different cultures, beliefs and traditions as they pertain to the media.
4. Working as part of an inclusive learning community and with the wider community.
5. Communicating effectively through digital and other media.

Values and Attitudes:

1. Being an active and ethical researcher
2. Using the latest global research and new technologies to develop new understandings and creative solutions
3. Being an independent critical and reflective thinker
4. Being professional, adaptable and resilient and equipped to succeed in the global market place
5. Being active an active global citizens who is socially, culturally, and environmentally aware.
### HOW WILL I LEARN?

Appropriate teaching methods and learning strategies have been developed to achieve the learning outcomes of the Media Management programme. All taught modules involve a programme of lectures, seminars, tutorials and virtual learning materials designed to facilitate comprehension of the foundations of the subject area.

In addition, you shall be provided with extensive resource lists through the virtual learning environment Canvas, linking your studies to relevant reading material, complemented by the resources available in the University library.

Weekly tasks for seminars and discussion in these sessions are intended to improve your understanding of each subject area and to develop more general conceptual comprehension and personal transferable skills. As regards developing your knowledge, taught modules in Global Creative Industries (compulsory), Digital Culture for Media Managers (compulsory), The Business of Television (elective), Media Regulation and Policy (compulsory) and Introduction to Managing an International Organisations (elective) provide an introduction to business and management issues relevant to media industries and organisations. Case studies are deployed throughout the course materials as a means of examining how media firms and industries operate.

The module on advanced Social Media Marketing (elective) involves the use of examples and case studies, with individualised projects on a digital media campaign, to enable you to learn about the role of social marketing communications within media organisations.

Taught modules in Global Creative Industries (compulsory) and the Business of Television (elective) equip you with an understanding of economic and financial concepts relevant to management in the media sector. An understanding of the economics of media is achieved by relating economic theory to business practice across a range of media activities in the course materials as well as links to corporate media websites.

The Media Regulation & Policy module (compulsory), is designed to facilitate a progressive understanding of the theoretical foundations and institutional structure of media policy-making. Visiting speakers with professional experience of press regulation, broadcasting regulation, the Games industry and the Music industry compliment the theoretical analysis of media regulation.

The main aim behind these taught modules is to develop your understanding of specific areas of theory and knowledge which are relevant to management of the media. Acquisition of knowledge is through a combination of academic materials, class discussion, coursework and projects. You are encouraged throughout to supplement and consolidate what is being taught/learnt and to broaden your individual knowledge and understanding of the subject through independent reading.

Testing your knowledge base is primarily through assessed coursework in the form of essays and individual project reports and presentations. There is also some assessment of more practical research projects. You will be provided with individual written feedback is on all research assignments and essays.

In addition, this programme aims to develop a range of research skills. The Research Methods module (compulsory), through print and online materials, provides you with an understanding of the general principles of social research and of qualitative and quantitative methods relevant to the media. The Research Methods module is also designed to prepare you to design and carry out an original empirical research project. More generally, through carrying out essays and coursework assignments and projects across the programme, as a Media Management student you will develop your own capacity for sustained independent enquiry as well as gaining experience of research carried out through group work.

A 12,000-word individual Masters dissertation gives you the opportunity to undertake independent, sustained research in an area of their own choice related to management of the media. Drawing on
guidance and feedback provided by an assigned supervisor (and on learning outcomes from the Research Methods module), you learn, through preparation of a Masters dissertation, to formulate appropriate research questions related to management of the media and to employ suitable methods and resources for exploring those questions. Through preparing and writing up their dissertations, you shall develop your ability to evaluate and draw on a range of sources and conceptual frameworks appropriate to research in the field of media management. Research skills are assessed through assignments (including write-ups of research proposals) for the Research Methods module and also through essays and individual and group project reports in other modules of the programme. The ability to utilise information resources effectively and to carry out research on an individual basis is also tested through the Masters dissertation. Assessment of the Masters dissertation not only test your research skills but it also tests conceptual and analytical skills that Media Management students have been developing throughout the programme.

The general transferable skills that the Media Management programme aims to impart include written communication, logical reasoning, conceptual analysis, study skills and collaborative learning. Intellectual abilities such as information assimilation and critical reasoning are developed through the teaching and learning programme outlined above and, as discussed, through dissertation preparation. Presentation tasks are designed to develop students’ ability to communicate in front of peers and to present clear and cogent arguments, as well as to develop interpersonal skills such as assertiveness, persuasiveness and the ability to learn from one’s peers. Feedback on essays, coursework assignments and drafts of work-in-progress on the dissertation is intended to improve written communication and reasoning skills. Analysis and problem-solving skills are developed through students responding to a range of weekly tasks, through practising examples in class discussion and through preparing coursework assignments and essays. More generally, the programme of assessment for the course is intended to both encourage and develop time management skills, including the ability to work to deadlines.

Intellectual, analytical and problem-solving skills are assessed through coursework assignments, class discussion and the dissertation. Communication skills are assessed through coursework assignments, the dissertation and contributions to class discussions. The ability to work as part of a team is practiced through group work assignments for seminars in at least one of the taught modules, but these and other interpersonal skills are not formally assessed.

In addition, the taught programme aims to develop skills particularly relevant to management of the media. Through answering embedded questions and preparing essays for Media Regulation & Policy, you will develop a capacity to analyse policy decisions affecting media. Through discussions and essay assignments in several compulsory modules, you are expected to develop an ability to apply economic concepts and principles to the operation of media. Likewise, skills in analysing marketing techniques are developed through carrying out your own case studies as part of the Social Media Marketing module. A similar project is part of Digital Culture for Media Managers and enables the students to mobilize their knowledge of the media industries in conceptualizing a hypothetical operational strategy for a media company.

Testing of the media-related management skills takes place through a combination of class tests plus assessed coursework in the form of essays and individual as well as group assignments and project reports. Individual feedback is given to you on all coursework assignments and essays.
WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment and Assessment Criteria

The programme uses a range of formative and summative assessment. Weekly readings, tasks and presentations in seminars build a students learning through the academic year. Summative assessment across the programme combines some of the following: standard academic essays; group projects and presentations; reflexive essays; strategy reports; research proposals and methodological critique; examination; and class tests.

Feedback on Assessment

You will receive feedback on coursework within 3 weeks of completion of the assessment. Feedback is usually provided electronically on formal coursework. Feedback and Guidance sessions with teaching staff are available on all modules. These provide regular opportunities to discuss feedback further. More information about feedback on assessment can be found here; http://www.stir.ac.uk/academicpolicy/handbook/assessment/

Students are provided with consistent feedback through seminars and tutorials, as well as specific feedback on research proposals for the dissertation.

Assessment Regulations

If you would like to know more about the way in which assessment works at the University of Stirling, please see the full version of the assessment regulations at:
Postgraduate – Taught
WHAT WILL I STUDY?

Outline Programme Structure

The list below shows compulsory and option modules for this programme. Option modules are revised over time and, in some cases, will be dependent upon pre-requisite and/or co-requisites being taken. More information about these requirements can be found in the relevant Module Descriptors. The options available each year can be subject to change due to student demand and availability of teaching staff.

- Where an “Option list” is specified, you have a choice of which module to take at this point in the degree programme and these choices are listed below. The full list of options for the programme are available here:

Postgraduate

Full-time

Total full-time credit value = 180
Compulsory credits = 140
Option credits = 40

Compulsory Modules

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>Credit</th>
<th>Semester</th>
<th>SCQF Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Creative Industries</td>
<td>MMAPP10</td>
<td>20</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Mass Media Research Methods</td>
<td>MMAPP12</td>
<td>20</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Media Regulation and Policy</td>
<td>MMAPP14</td>
<td>20</td>
<td>Spring</td>
<td>11</td>
</tr>
<tr>
<td>Digital Culture for Media Managers</td>
<td>MMAPP16</td>
<td>20</td>
<td>Spring</td>
<td>11</td>
</tr>
<tr>
<td>Dissertation</td>
<td>MMAPPDS</td>
<td>60</td>
<td>Summer</td>
<td>11</td>
</tr>
</tbody>
</table>

Option Modules

<table>
<thead>
<tr>
<th>Module Name</th>
<th>Module Code</th>
<th>Credit</th>
<th>Semester</th>
<th>SCQF Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Labour and Society</td>
<td>CMCPP14</td>
<td>20</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Business of Television</td>
<td>FMSPP23</td>
<td>20</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Managing Across Cultures</td>
<td>IBUP002</td>
<td>20</td>
<td>Autumn</td>
<td>11</td>
</tr>
<tr>
<td>Europe &amp; the Competing Economies</td>
<td>IBUP003</td>
<td>20</td>
<td>Spring</td>
<td>11</td>
</tr>
<tr>
<td>Advanced Social Media Marketing</td>
<td>CMCPP12</td>
<td>20</td>
<td>Spring</td>
<td>11</td>
</tr>
</tbody>
</table>
READING LIST

Required and Recommended Reading for the Programme


Section 3 Student Support

SUPPORT FOR STUDENT LEARNING

Induction
You will receive an induction during the first days of your programme. This includes a range of social events, information sessions and activities to help you orientate yourself at Stirling and access the services available to you. These are opportunities to meet staff and other students from across the university, in the Faculty and on the programme.

Study Skills Support
Student Learning Services (SLS) are committed to providing comprehensive guidance on all aspects of effective and efficient learning. The ultimate aim of the service is to enable you to make the most of your academic studies at the University and for you to become an independent, successful learner during your time at the University of Stirling. This is facilitated through collaborative work with experienced tutors and by offering a variety of courses, workshops and tutorials.

All students, whatever stage of their academic studies, are welcome to use Student Learning Services. However the service may be particularly beneficial:

- In your first two years of study.
- If you are making the transition from college to Higher Education.
- If you have been out of education for some time.

What SLS are able to do:

- Advise you on academic skills relevant to your studies at University.
- Help you consolidate your previous learning and develop new learning strategies.
- Advise on action-plans to potentially improve grades.
- Suggest practical solutions if you feel overwhelmed by assignment work.
- Help you gain confidence in the transition to Higher Education.

More information can be found here: http://www.stir.ac.uk/campus-life/learning-support/student-learning-services/
STEER
STEER is a University-wide peer support scheme linking in returning student "Captains" with new undergraduate or taught post-graduate "Crew" during their first year at Stirling.

The scheme aims to help you make the most of your time at the University, help new students - the Crew - settle in and realise the opportunities available to them. You can find out more information here: https://www.stirlingstudentsunion.com/representation/studentsupport/steer/

Stirling Graduate School
For Research Postgraduate Students the Stirling Graduate School as well as your own faculty will provide support. More information can be found here: http://www.stir.ac.uk/graduateschool/current-pg-students/skills-development/

Academic and Pastoral Support
Adviser of Studies: Advisers have an important role to play in enhancing your academic and personal development and are essential to ensuring you make the most of your time at university. Advisers provide a personalised point of contact for you to discuss academic concerns or queries within the academic community. The general purpose of the role is to provide more in-depth advice on the academic options available to you and on the academic policies and regulations within the University. More information can be found here: http://www.stir.ac.uk/registry/advisers/

Personal Tutor: The role of a personal tutor is to help you feel part of the University community. They are a specific and consistent source of guidance, information and support for you throughout your studies. The tutor should be the your first formal point of contact for general academic guidance and pastoral support. More information can be found here: http://www.stir.ac.uk/tse/personal-tutor/

Support and Wellbeing: At university you may face non-academic issues where you need some expert help or guidance. There are lots of ways we can help you in your day-to-day life at University. Student Support Services provide a range of high-quality services to assist you during the course of your studies, help prepare you for life after graduation. We aim to enhance the student experience and help you to get the most out of your time at University. More information can be found here: http://www.stir.ac.uk/campus-life/support-and-wellbeing/

Student Union: you can also access support through the Students’ Union, more information can be found here: https://www.stirlingstudentsunion.com/representation/studentsupport/

Accessibility and Inclusion (A&I)
A&I are committed to offering a service which is welcoming and supportive of the needs of all students. Our service takes into account the full range of needs you may have, in a wide variety of circumstances including - physical and mobility difficulties, sensory impairments, specific learning difficulties including dyslexia and autistic spectrum disorder as well as medical conditions and mental health difficulties. A&I can also support you if you have short-term, temporary impairments or other difficulties as a result of an accident, injury, illness or surgery. More information can be found here: http://www.stir.ac.uk/student-support/accessibility-&-inclusion-service/

Learning Resources
You can find out more about the resources available to support your learning here: http://www.stir.ac.uk/campus-life/learning-support/
Section 4 Programme Evaluation and Enhancement

<table>
<thead>
<tr>
<th>METHODS FOR EVALUATING AND IMPROVING THE QUALITY AND STANDARDS OF TEACHING AND LEARNING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module Evaluation</td>
</tr>
</tbody>
</table>
Module evaluations are carried out each year and are an important way of getting student feedback on the modules we teach. We aim to evaluate every module we teach in every semester. You can find out more here: [http://www.stir.ac.uk/registry/studentinformation/moduleevaluation/](http://www.stir.ac.uk/registry/studentinformation/moduleevaluation/)

| Programme Review |
Programmes are reviewed annually and on a 5 yearly cycle. You can get involved in a variety of different ways; by completing module evaluations, becoming a course representative and attending Student Staff Consultative Committees, or participating in the review process itself. You can find out more here: [http://www.stir.ac.uk/academicpolicy/handbook/review-and-monitoring/](http://www.stir.ac.uk/academicpolicy/handbook/review-and-monitoring/)

<table>
<thead>
<tr>
<th>External Examiner(s) Name of External Examiner: Dr Jamie Medhurst</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution: Aberystwyth University</td>
</tr>
</tbody>
</table>

Section 5 My Future

<table>
<thead>
<tr>
<th>WHAT KIND OF CAREER MIGHT I GO ON TO?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What career avenues does this qualification open up to the student?</td>
</tr>
</tbody>
</table>
Our links with the media industry informs everything we do, with industry leaders contributing directly to the course through lectures and case studies of industry best practice.

With a range of field trips to organisations such as the BBC, and visits from broadcasters, the press, Im industry and advertising executives, the course will provide you with direct access to the media industry. Potential career paths following study of the MSc in Media Management are varied and reflects the rapidly changing world of digital media and communications. Some of our graduates go on to managerial careers in leading media organisations, while others have set up their own companies, work in media regulation or communication roles within related sectors.

The course has produced a large number of success stories and our graduates are now key gurus themselves in the international media industry: one former student has held senior positions at Viacom, Virgin and now Multichoice, while another is Head of Corporate Affairs at Channel 4. You will benefit from a broad range of transferable skills that will not only equip you for a career in the media but are highly sought after in management roles and in the legal and financial sectors.

How does this programme facilitate your development of the Graduate Attributes?  
The course will equip you with the practical skills and attributes highly sought after by prospective employers in a variety of careers.
**Graduate Attributes**

Through studying your degree programme you will become a subject specialist, with in-depth knowledge, understanding and skills associated with their discipline(s). Our ambition is that you will also be confident, aspirational graduates with the right skills and attitudes to **connect, innovate and transform**. On this programme you will have the opportunity to become:

**Connected**
- With your discipline knowledge, understanding and skills with a range of complex real world issues
- with contributions from alumni, private, public and third sector to develop their employability skills
- with knowledge, experiences, and people providing different perspectives, to understand different cultures, beliefs and traditions
- and work with one another as an inclusive learning community and with the wider community
- and communicate effectively through digital and other media

**Innovative**
- through active and ethical research
- through using the latest global research and new technologies to develop new understandings and creative solutions
- through independent critical and reflective thinking
- through identifying opportunities to improve what you do and taking action

**Transformative**
through your intellectual and cultural passion and excellence
through sharing new perspectives and broadening horizons
through being professional, adaptable and resilient and equipped to succeed in the global market place
through being an active global citizen who is socially, culturally, and environmentally aware.

**WHAT STUDY ABROAD OPPORTUNITIES ARE AVAILABLE?**

N/A

**WHAT PLACEMENT OPPORTUNITIES ARE AVAILABLE?**

There are no current placement opportunities, however the Division has excellent relationships with media organisations in Scotland the UK and can provide advice on employment opportunities.

**WHAT FURTHER STUDY OPTIONS ARE AVAILABLE TO ME?**

Students will be prepared to undertake further postgraduate research to MPhil or PhD level following the programme.

**WHAT OTHER INFORMATION DO I NEED TO KNOW?**

N/A
Section 6 Admissions

**HOW DO I ENTER THE PROGRAMME?**

A minimum of a second class Honours degree (2.1 preferred) or equivalent in a relevant subject. Applicants without these formal qualifications but with significant appropriate/relevant work/life experience are encouraged to apply.

INTO University of Stirling offers a Graduate Diploma for those students who do not meet the required criteria for this course. If you successfully complete the [Graduate Diploma in Media, Humanities and Social Sciences](#) and meet the required progression grades, you will be guaranteed entry onto year one of this Masters degree.

If English is not your first language you must have one of the following qualifications as evidence of your English language skills:

- IELTS: 6.0 with 5.5 minimum in each skill
- Cambridge Certificate of Proficiency in English (CPE): Grade C
- Cambridge Certificate of Advanced English (CAE): Grade C
- Pearson Test of English (Academic): 54 with 51 in each component
- IBT TOEFL: 80 with no subtest less than 17

For more information go to [English language requirements](#)

If you don’t meet the required score you may be able to register for one of our pre-sessional English courses. To register you must hold a conditional offer for your course and have an IELTS score 0.5 or 1.0 below the required standard. [View our range of pre-sessional courses](#).