



香港學術及職業資歷評審局  
Hong Kong Council for Accreditation of  
Academic & Vocational Qualifications

**SUMMARY ACCREDITATION REPORT**

**THE HONG KONG INSTITUTE OF EDUCATION**

**LEARNING PROGRAMME RE-ACCREDITATION**

**EXECUTIVE MASTER OF ARTS IN  
ARTS MANAGEMENT AND ENTREPRENEURSHIP**

**MAY 2016**

This accreditation report is issued by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) in its capacity as the Accreditation Authority as provided for under the Accreditation of Academic and Vocational Qualifications Ordinance (Cap 592) (AAVQO). This report outlines the HKCAAVQ's determination, the validity period of the determination as well as any conditions or restrictions on the determination.

## **1. Introduction**

- 1.1 The Hong Kong Institute of Education (the Institute) was established in 1994 to provide teacher education programmes and was granted self-accrediting status for teacher education programmes at degree level and above in 2004. It was supported by the Government in 2009 to develop into a multidisciplinary institution, with priority given to the strategic development of teacher education, offering programmes in Education and other complementary disciplines, and undertaking research and research training. Since then, a number of non-teacher education undergraduate programmes funded by the Government were externally accredited by HKCAAVQ.
- 1.2 In addition to undergraduate programmes, three Master Degree programmes were successfully accredited in 2013 and 2015. Also, the Institute was granted the Programme Area Accreditation status in three programme areas, namely Chinese Studies, English Studies and Environmental Studies, for a validity period of five years from 1 September 2014 onward.
- 1.3 Based on the service agreement, HKCAAVQ was commissioned by the Institute to conduct a learning programme re-accreditation exercise with the following Terms of Reference:
  - (a) To conduct an accreditation test as provided for in the Accreditation of Academic and Vocational Qualifications Ordinance (AAVQO) (Cap 592) to determine whether the Executive Master of Arts in Arts Management and Entrepreneurship programme of The Hong Kong Institute of Education meets the stated objectives and the Hong Kong Qualifications Framework (QF) standard and can continue to be offered as an accredited programme from the 2016/17 academic year; and
  - (b) To issue to the Institute an accreditation report setting out the results of the determination in relation to (a) by HKCAAVQ.

1.4 A site visit took place on 25-26 February 2016.

## 2. HKCAAVQ's Accreditation Determination

Having due consideration of the accreditation panel's observations and comments as presented in this Report, HKCAAVQ makes the following accreditation determination:

### 2.1 Learning Programme Re-accreditation

Approval

<b>Name of Operator</b>	The Hong Kong Institute of Education 香港教育學院
<b>Name of Award Granting Body</b>	The Hong Kong Institute of Education 香港教育學院
<b>Title of Learning Programme</b>	Executive Master of Arts in Arts Management and Entrepreneurship 藝術管理及文化企業行政人員文學碩士
<b>Title of Qualification(s) [Exit Award(s)]</b>	Executive Master of Arts in Arts Management and Entrepreneurship 藝術管理及文化企業行政人員文學碩士
<b>Primary Area of Study and Training</b>	Arts, Design and Performing Arts
<b>Sub-area (Primary Area of Study and Training)</b>	Arts Management
<b>Other Area of Study and Training</b>	Not applicable
<b>Sub-area (Other Area of Study and Training)</b>	Not applicable
<b>QF Level</b>	Level 6
<b>QF Credits</b>	Not applicable
<b>Mode(s) of Delivery and Programme Length</b>	Part-time, 2 years
<b>Intermediate Exit Award(s)</b>	Not applicable
<b>Start Date of Validity Period</b>	1 September 2016

<b>End Date of Validity Period</b>	31 August 2019
<b>Number of Enrolment(s)</b>	One enrolment per year
<b>Maximum Number of New Students</b>	36 per year
<b>Specification of Competency Standards-based Programme</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Address of Teaching / Training Venue(s)</b>	10 Lo Ping Road, Tai Po, New Territories

### 2.1.1 Recommendation

The Institute should re-consider the balance of coverage between arts management and entrepreneurship aspects within individual courses, in particular the entrepreneurship-related courses, in light of the programme design philosophy.

## 3. Programme Details

The following programme information is provided by the Institute.

### 3.1 Programme Objectives

The aim of the Programme is to nurture experienced arts/cultural managers to be informed by an international outlook to acquire the knowledge, skills, understanding and commitment to make arts and cultural enterprises more relevant to contemporary society. Built on the above programme aim, the Programme Objectives are to:

- deepen and strengthen professional knowledge and insight pertaining to the vital aspects of arts administration and management;
- address the special challenges confronting today's leaders and managers of cultural enterprises in Hong Kong and the region, including globalization, entrepreneurship and audience engagement; and
- synergize professional activities with programme activities to develop critical appreciation of cases, contextual awareness,

analytical thinking, creative thinking and expression, and research skills.

### 3.2 Programme Intended Learning Outcomes

On completion of the Programme, graduates will be able to:

- explain the different forces in the arts/cultural ecology and ways to effect change, including advocacy;
- master the major aspects of arts management including strategic management, programming (including learning and participation programmes), human resources management, financial management, marketing, audience building, law and contracts, fundraising, crisis management and audience development;
- develop advanced knowledge and understanding of the value chain in the arts and cultural industries, risk management and entrepreneurship which enable them to develop sustainable modes of operation for arts and cultural enterprises;
- acquire a personalized professional toolkit that enables them to plan programmes for the arts and culture with an appropriate balance between the optimization of the artistic, educational, economic and social impact of different arts activities;
- demonstrate the social-cultural, political, economic and educational aspects of audience engagement; and
- develop insights on education and learning which will enable them to optimize the artistic and educational impacts of arts/cultural events as well as to groom their working teams into acquiring the characteristics of “learning organizations”.

### 3.3 Programme Structure

No.	Course Title	Year	Core /Elective	Credits	Hours
<b>Arts Management-related</b>					
1	Management and Leadership of Cultural Enterprises (Parts 1&2)	1 & 2	Core	3	39
2	Marketing for Arts and Cultural Organizations	1 or 2	Core	1.5	20
3	Fundraising for Arts and Cultural Organizations	1 or 2	Core	1.5	20

4	Financial Management for Arts and Cultural Organizations	1 or 2	Core	1.5	20
5	Legal Issues for Arts and Cultural Enterprises	1 or 2	Core	1.5	20
6	Practicum in International Arts Management*	1 or 2	Elective	1.5	20
7	The Arts and Technology*	1 or 2	Elective	1.5	20
<b>Arts and Culture-related</b>					
8	Cultural Policy and Sustainability	1 or 2	Core	3	39
9	Case Study in Arts Management and Cultural Context*	1 or 2	Elective	1.5	20
<b>Arts Engagement/ Education-related</b>					
10	Arts Engagement and Education	1 or 2	Core	3	39
<b>Entrepreneurship-related</b>					
11	Creative Entrepreneurship	1 or 2	Core	3	39
12	Entrepreneurial Leadership and Cultural Management	1 or 2	Core	1.5	20
<b>Research-related</b>					
13	Research Methods in Arts Management	1	Core	1.5	20
<b>TOTAL</b>				<b>24</b>	<b>296</b>

\* Students are required to complete one out of the three electives.

### 3.4 Graduation Requirements

To be eligible for the award of the Executive Master of Arts in Arts Management and Entrepreneurship degree, students are required to (a) achieve a minimum of 24 credit points as required by the Programme and satisfy all other stipulated programme requirements (if applicable); and (b) obtain a Programme GPA of 2.00 or above.

### 3.5 Admission Requirements

For admission to this Programme under the standard entry route, applicants are expected to hold a recognized Bachelor Degree, or equivalent, in an arts discipline or a recognized Bachelor Degree, or equivalent, with evidence of active engagement in arts and cultural activities and typically five years of managerial experience. For those whose entrance qualifications are obtained from institutions in a non-English speaking system, they are expected to satisfy one of the following postgraduate admission language requirements:

- IELTS 6.0; or
- a TOEFL score of 550 (paper-based test) or 80 (internet-based test) or 213 (computer-based test); or
- Grade C or above in GCSE / GCE O-Level English; or

- Band 6 in the Chinese Mainland's College English Test (CET) (a total score of no lower than 430 if the test was taken after June 2005); or
- Other equivalent qualifications.

### 3.6 Graduate Profile

- Please refer to **Appendix**.

## 4. Substantial Change

- 4.1 Maintenance of the HKCAAVQ accreditation status during the validity period is subject to no substantial change being made without prior approval from HKCAAVQ.

## 5. Qualifications Register

- 5.1 Qualifications accredited by HKCAAVQ are eligible for entry into the Qualifications Register (QR) at <http://www.hkqr.gov.hk> for recognition under the Qualifications Framework (QF). The Operator should apply separately to have their quality-assured qualifications entered into the QR.
- 5.2 Only learners who are admitted to the named accredited learning programme during the validity period and who have graduated with the named qualification uploaded in the QR will be considered to have acquired a qualification recognised under the QF.

Report No.: 16/50  
File Reference: 48/34/03

**Graduate Profile of Executive Master of Arts in Arts Management and Entrepreneurship**

<b>Qualification Title</b>	Executive Master of Arts in Arts Management and Entrepreneurship 藝術管理及文化企業行政人員文學碩士
<b>Qualification Type</b>	Master Degree
<b>QF Level</b>	6
<b>Primary Area of Study and Training</b>	Arts, Design and Performing Arts
<b>Other Area of Study and Training</b>	Not applicable
<b>Programme Objectives</b>	<p>The programme objectives are as follows:</p> <ul style="list-style-type: none"> <li>(a) deepen and strengthen professional knowledge and insight pertaining to the vital aspects of arts administration and management;</li> <li>(b) address the special challenges confronting today's leaders and managers of cultural enterprises in Hong Kong and the region, including globalization, entrepreneurship and audience engagement; and</li> <li>(c) synergize professional activities with programme activities to develop critical appreciation of cases, contextual awareness, analytical thinking, creative thinking and expression, and research skills.</li> </ul>
<b>Programme Intended Learning Outcomes</b>	<p>Upon successful completion of the Programme, students should be able to:</p> <ul style="list-style-type: none"> <li>(a) explain the different forces in the arts/cultural ecology and ways to effect change, including advocacy;</li> <li>(b) master the major aspects of arts management including strategic management, programming (including learning and participation programmes), human resources management, financial management, marketing, audience building, law and contracts, fundraising, crisis management and audience development;</li> </ul>



	<p>(c) develop advanced knowledge and understanding of the value chain in the arts and cultural industries, risk management and entrepreneurship which enable them to develop sustainable modes of operation for arts and cultural enterprises;</p> <p>(d) acquire a personalized professional toolkit that enables them to plan programmes for the arts and culture with an appropriate balance between the optimization of the artistic, educational, economic and social impact of different arts activities;</p> <p>(e) demonstrate the social-cultural, political, economic and educational aspects of audience engagement; and</p> <p>(f) develop insights on education and learning which will enable them to optimize the artistic and educational impacts of arts/cultural events as well as to groom their working teams into acquiring the characteristics of “learning organizations”.</p>
<b>Education Pathways</b>	<p>Graduates of the Programme will be prepared to undertake a Doctoral study or another Master Degree in different disciplines ranging from arts management / administration, cultural policy / management, entrepreneurship in creative industry, etc. Overall, this Programme will offer the graduates multiple pathways to pursue any postgraduate programmes offered in Hong Kong or overseas.</p>
<b>Employment Pathways</b>	<p>The students are already in-service cultural managers with at least five years of working experience. The Programme helps them to improve their work, having job advancement and becoming future cultural leaders.</p>
<b>Minimum Admission Requirements</b>	<p>The minimum entrance requirements are as follows:</p> <p>(a) Applicants should hold a recognized Bachelor Degree, or equivalent, in an arts discipline or a recognized Bachelor Degree, or equivalent, with evidence of active engagement in arts and cultural activities;</p> <p>(b) Applicants should typically have five years of managerial experience (those with less than five years of experience but who are able to present exceptionally good alternative qualifications or substantial current managerial experience may also be considered for admission);</p> <p>(c) Applicants should be currently working in the cultural, creative or related industries;</p> <p>(d) Applicants whose entrance qualification is obtained from an institution in a non-English speaking system should normally</p>

	<p>meet the Institute's postgraduate admission language requirement:</p> <ul style="list-style-type: none"> <li>• IELTS 6.0; or</li> <li>• a TOEFL score of 550 (paper-based test) or 80 (internet-based test) or 213 (computer-based test); or</li> <li>• Grade C or above in GCSE/GCE O-Level English; or</li> <li>• Band 6 in the Chinese Mainland's College English Test (CET) (a total score of no lower than 430 if the test was taken after June 2005); or</li> <li>• Other equivalent qualifications.</li> </ul>
<b>Operator</b>	<p>The Hong Kong Institute of Education 香港教育學院</p>