



BAYES
BUSINESS SCHOOL

CITY ST GEORGE'S
UNIVERSITY OF LONDON

**Executive Master's
in Leadership for the
Creative Industries**

[Always learning]

bayes.citystgeorges.ac.uk



“This master’s programme is unusual in its emphasis on the commercial side of the industry. When I was searching for a mid-career Executive Masters to focus on the business of entertainment, I found several options in the US but very few in the UK.”

Deblina Chakrabarty
Distribution, MGM Amazon

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Equipping leaders to thrive in the 4th industrial revolution

Of all the B2C industries, the creative industries have been most disrupted. They are also recognised as a significant driver of global economic growth.

A programme designed for you

Bayes Business School (formerly Cass) is now offering a new part-time, two-year Executive Master's in Leadership for the Creative Industries designed for senior professionals in the fields of film, television, games, performing arts, music, publishing, visual effects (VFX), CreaTech, animation and content related to fashion, the cultural sector, and sport.

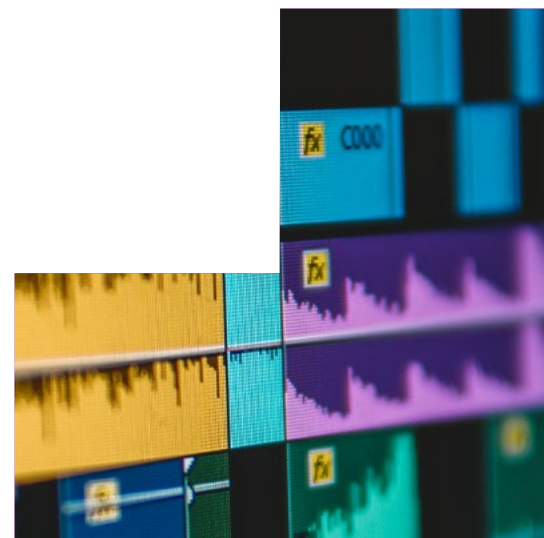
Leadership in the creative industries

The UK government identifies the creative industries as one of its eight key growth sectors within its Industrial Strategy. Globally, the cultural and creative industries contribute 3.1% of GDP and 6.2% of employment, according to UN estimates*. Their growth is closely linked to advances in technology, which they also help to drive.

In this landscape, boundaries are blurring between art, industry, and technology, with the traditional divide between creatives and 'corporates' disappearing. Also, the forces of globalisation have disrupted established practices and structures. In this dynamic environment, success demands leaders who can seamlessly blend business acumen with creative vision. Through the Master's course and industry outreach, Bayes is working with the creative industries to drive innovation.

*UNESCO (n.d.) *Everyone can make a difference – Diversity of Cultural Expressions (IFCD): Private sector support*. Paris: UNESCO. Available at: unesco.org/creativity/en/ifcd/support/private-sector

UNCTAD (2024) *Creative Economy Outlook 2024 – Chapter I: Global trends in the creative economy*. Geneva: United Nations Conference on Trade and Development. Available at: unctad.org/system/files/official-document/ditctsce2024d2_ch01_en.pdf



Who is the programme for?

Creative professionals and performers, including those working in television, games, music, publishing, performing arts, visual effects (VFX), CreaTech, creative enterprise in the public sector, suppliers to the creative industries, animation, fashion, and sports media, such as:

- Mid- to senior-level professionals with current or future leadership responsibilities;
- Entrepreneurs aiming to launch and scale creative businesses;
- Professionals and performers moving into leadership roles within creative organisations;
- Experienced creatives making a lateral move into a new sector.

The course is also aimed at:

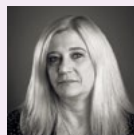
- Investors in the creative industries seeking deeper insight;
- Media owners developing new content services;
- Leaders from the broader business sector driving digital transformation.

Leadership team



Amanda Goodall PhD
Professor of Leadership

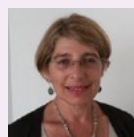
Amanda's research analyses the relationship between leadership, management and organisational performance. It shows that leaders who have a deep understanding of an organisation's core business ('expert leaders') are associated with better organisational performance, higher employee job satisfaction and fewer quits. Her award-winning recent business book is 'Credible: the power of expert Leaders' (Basic Books).



Katherine Parsons MA
Programme Lead, Executive Master's in Leadership for the Creative Industries

Katherine's career spans award-winning programme-making, strategic and commercial roles in TV, including senior management at the BBC, where she was the first Channel Executive of BBC Three.

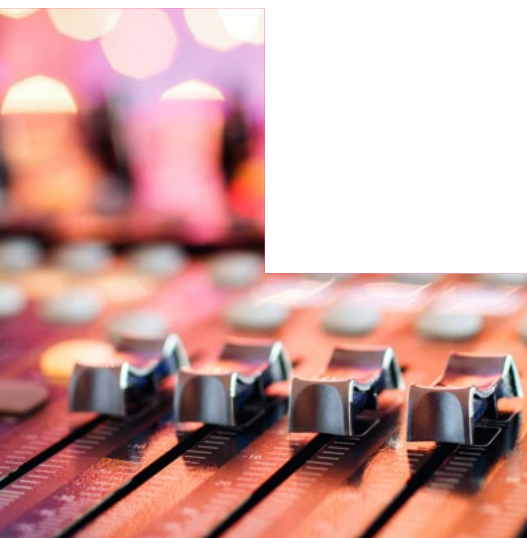
Internationally, she has worked as an executive producer with Japan's Fujisankei Communications International and led projects with Youku, Alibaba and CNBC. Katherine has advised ScreenSkills, produced live comedy, served as CEO and a Trustee for media trusts. She is an Honorary Fellow of Ravensbourne University and has also been selected for leading accelerator programmes.



Ruth Velenski
Head of Corporate Development

Ruth is responsible for developing and managing corporate sponsorships and corporate partnerships between Bayes Business School and a range of companies.

Since 2017 Ruth has been playing a significant role in helping to promote Executive Master's programmes and has established a number of significant partnerships.



Programme overview



Teaching format and time commitment

The Executive Master's in Leadership for the Creative Industries is a two-year part-time programme that runs over two days every month (on consecutive Fridays and Saturdays) starting from March 2026. It is designed to fit around professional commitments and is delivered in a modular format, with block teaching sessions giving students an immersive experience.



Leadership impact project

As part of the programme, you will undertake a Leadership Impact Project, applying your learning to a real-world challenge within your organisation or the wider creative sector.



Course Fees

Total: £18,000 (£9,000 per year) also available through Apprenticeship Levy funding.

What will I learn?

On the Executive Master's in Leadership for the Creative Industries you will:

- Gain critical insights into how the digital revolution is reshaping value chains, business models, and consumer engagement.
- Explore leadership, finance, strategy, marketing, globalisation, digitisation, law and talent management as they apply directly to entertainment and performance.
- Learn from leading academics and experienced professionals across the creative industries.
- Apply business theory to real-world scenarios through case studies and data analysis.
- See the industry through an international lens, leading to new business opportunities and increased revenue.
- Build a powerful professional network both from within your cohort and among the executives, entrepreneurs, and innovators across the creative industries who are engaged in the programme.
- Benefit from having a Master's degree from a top research-led business school located in the City of London at the heart of business and the creative industries.



“A creative leader must also be a business leader in today's creator economy - that's why this course is so valuable.”

Mark Rowland
Director C21Media;
Chair Rose d'Or Awards

Career benefits

The dual demands of culture and revenue

Cultural, arts, and media organisations offer more than economic value. They shape democracy, influence cities, and drive innovation and social engagement. Creative leaders in these organisations often navigate dual roles that blend artistic vision with business acumen. The Executive Master's in Leadership for the Creative Industries equips you with the knowledge and tools to navigate these waters.

Benefits to you

- Gain the necessary business skills and learning to help you move upwards or sideways, start and scale your own enterprise, or move from being a creative performer into running a creative or performance-related business;
- Learn about good leadership from personal leadership development to managing teams in challenging environments and liaising with investors and governing boards;
- Obtain essential business skills and a strategic mindset necessary to lead transformation in the creative industries, benefitting your organisation or if you are self-employed through your own career trajectory.

Benefits to organisations

- Through having employees equipped with advanced leadership and business skills able to develop both the business and employees;
- The immediate application of learning through modules that are designed to be practical;
- Creation of a strengthened pipeline of future industry leaders.



“Strong leadership in live music is more crucial than ever. We must look to positively shape the industry’s future, empowering and supporting artists and the creative ecosystem ensuring it can thrive in an ever evolving and ever more complex landscape.”

Cameron Leslie

Co-founder FABRIC nightclub | NED | Investor

What is the Apprenticeship Levy?

All companies with an annual pay bill of over £3 million are required to pay into the Apprenticeship Levy.

Contributions, supplemented by government top-ups, form a dedicated fund that meets apprenticeship training costs. Any unutilised funds are not transferable and are returned to the Treasury.

Research has shown that in the creative industries, as much as 73% of Levy contributions remain unused. Drawing on extensive expertise in Levy-aligned executive education, Bayes has designed a programme that enables employers to deploy their Levy allocation effectively, enhancing workforce skills and supporting staff retention.

Organisations below the Levy threshold may also qualify. The Bayes Apprenticeship team provides full guidance on eligibility and implementation.

Self-funding

This link provides guidance on routes to funding:
bayes.citystgeorges.ac.uk/study/masters/funding-your-study



“Investing in specialist education is vital for bridging the gap between lead performing artist and senior leadership, empowering creatives to take the lead effectively and redefine the future of our industry.”

David Blake
International Performer,
Choreographer and Creative
Director

Modules

The modules are delivered by faculty experts in their field of research and teaching in conjunction with senior industry professionals.



Academic material is interwoven with examples of deals, decisions and innovations from some of the world's most powerful organisations in the creative industries. Learning is embedded with perspectives on sustainability, ESG, social impact, and diversity, equity and inclusion (DEI), ensuring these priorities are integral to every topic.

Year 1:

Five modules are completed in the first year.

Year 2:

Four modules are completed in the second year including the Leadership Impact Project.

Personal Leadership Development for Experts and Creatives

Leadership starts from within. This module is designed to help you develop your own personal leadership form and style. You are given tools to help you understand your behaviour in areas of self-motivation, your influence on others, how you can develop an acute sense of self-awareness, and become resilient.

You will also dive deeply into leadership behaviour and effectiveness as well as ethical and strategic management of people. You are put into Action Learning Groups which run throughout the two years.

Leading People and Organisational Change

The creative industries are one of the sectors most disrupted by new technology. This module explores how to lead people, manage organisational change, and develop strategy in the post-digital era. You'll learn to analyse the change process, including communication and its impact on culture.

It covers recruitment, training, managing in-house teams and freelancers, stakeholder relationships, managing teams away from base and navigating workplace power imbalances. You'll also examine how to build inclusive, diverse teams, work with established talent and nurture new voices. Finally, the module introduces corporate governance and how to create a policy tailored to your organisation.

Digital Disruption & Creative Entrepreneurship

This module explores how digital technologies reshape the monetisation, distribution, and consumption of creative products and services. It compares the challenges and opportunities for pre- and post-digital organisations and examines strategies for creative leaders to navigate and capitalise on disruption. Particular focus is given to artificial intelligence, its implications for strategy, employment, curation and ethical practice. Participants will analyse customers, competitors and value propositions to develop a strategic roadmap for their organisation.



“The games industry is currently facing a leadership challenge and this programme offers a real opportunity to drive change.”

Dr Chris Bain

CEO, Player One Consulting; formerly Xbox and Accenture

Strategic and Business Model Innovation

This module examines how, as leaders, we need to continually challenge ourselves; how do we adapt, where can we innovate, when do we execute, and what exactly should we be aiming for. At its core, we will work with you to turn ideas into outcomes. You will learn new strategic theory, specifically Strategic Iteration versus traditional Strategic Planning and Execution. You will learn how to use it to test your assumptions and to measure and improve performance. It will empower you to develop your organisation's strategic capacities, understand how to apply these skills to various problems and how to implement new ideas rapidly, informed by emerging intelligence. The module also covers the challenges in transitioning organisations from legacy to emerging digital models.

Impact of Intellectual Property on Creative Industries

Intellectual Property (IP) is central to all the creative industries. In today's environment IP (and copyright) are increasingly under attack (AI, corporate theft, etc.). In this module the role of IP will be examined across the various industries, for example, IP in knowledge-based economic activities, such as advertising, film, television, photography, music, performing arts, publishing and broadcasting. As intellectual property-rich sectors increasingly converge, you will examine strategies for leveraging IP across multiple industry contexts. You'll explore how AI is reshaping intellectual property ownership and rights management as well as considering the pros and cons of working within regulated and unregulated environments.

Accounting and Finance for the Creative Industries

The module is designed to give creative professionals and leaders, both current and future, the financial insight and confidence to engage effectively with investors, finance teams and strategic decision-making.

You'll learn how creative enterprises attract and manage investment, the financial strategies involved in scaling up and the valuation of talent-driven businesses. The module explores capital allocation.

Real-world examples will be integrated throughout the module. No previous finance experience is required.

Managing Your Brand and Reputation

This module is for leaders and managers in the creative industries who want to learn about public relations and brand management as part of driving the overall strategy of an organisation. No prior marketing or PR experience is required. It reflects today's digital-first industries, where social media, platform dynamics, and audience analytics shape brand and reputation.

You'll build skills to ensure your brand sits at the heart of your business strategy, with a focus on how PR and branding resonate with diverse audiences through representation and positioning.

The Global Creative Industries: Challenges and Opportunities

You'll explore and apply globalisation's impact on creative leadership, where integrated value chains span borders and industry segments. As leaders, you will reconcile global ambitions with local tastes, sensitivities, regulations, and market demands. Global tech firms now outcompete local creative businesses through transnational content at scale, a trend accelerated by AI that disrupts labour, IP, and governance models.

Leadership Impact Project

This consolidates learning across the programme. Students apply leadership and strategic knowledge to deliver a significant organisational project or for freelancers, a strategy to advance their own career. Projects are aligned with organisational priorities or individual objectives.

Industry advisory board

The Executive Master's in Leadership for the Creative Industries is being guided by senior experts currently working across different sub-sectors, including:

- Dr Chris Bain – CEO, Player One Consulting, fmr. Xbox and Accenture
- David Blake – International Performer, Choreographer and Creative Director
- Deblina Chakrabarty – Distribution, MGM Amazon
- Stephen Elson – Executive Producer, DNEG, UK & Europe
- John Glencross – CEO, Calculus Capital, venture capital and private equity
- Glyndwr Jones – Director, Council for Dance, Drama, and Musical Theatre
- Heather Jones – General Manager, Hearst Networks UK / CCO, EMEA
- Seetha Kumar – Council Member, NED | Arts and Humanities Research Council
- Cameron Leslie – Co-founder, FABRIC Nightclub | NED | Investor
- Elspeth McBain – CEO, Lighthouse, Poole Arts Trust
- Keltie Mechalski – Rights Manager, Penguin Random House
- Katheryn Needham – CEO, Studio Canal UK
- Professor Andy Pratt – UNESCO Chair for the Creative Economy
- Janet Reeve – Strategic Fundraising Consultant
- Mark Rowland – Chair, C21 Media; Director, Rose d'Or Awards
- Emma Turner – Head of Film, Animation and Future Skills, ScreenSkills
- Dr Jo Twist OBE – CEO, British Phonographic Industry (BPI)
- Engin Yenidünya – fmr. CFO, Mubi; Film Producer, Investor and Investment Banker



“Creativity is the beginning of everything that matters - now more than ever, our Creative Industries must embrace their power with strategic leadership and business-focused energy.”

Janet Reeve
Strategic Fundraising Consultant

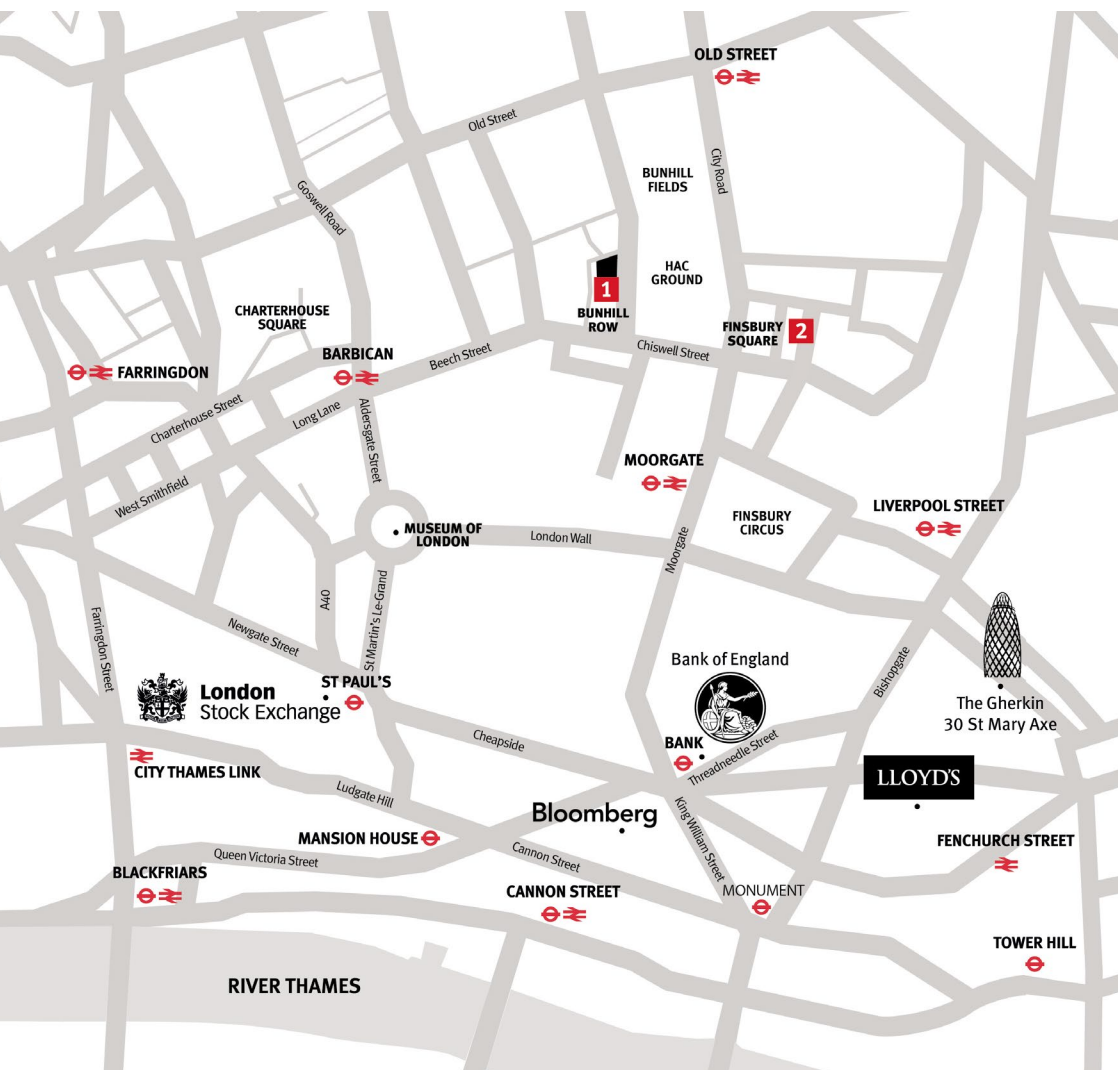
Contact and find us

We hope we have inspired you
to get in touch with us.

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All the information contained within this brochure was correct at the time of going to print.

City St George's, University of London is an independent member of the University of London which was established by Royal Charter in 1836. It consists of 18 independent member institutions of outstanding global reputation and several prestigious central academic bodies and activities.



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