

Doctor of Digital Culture Management*

*Planned for academic year 2027/2028 and will be in effect after being published in MSAR Gazette.

Programme Description

The DDCM programme is designed for professionals who aspire to make a significant impact on cultural development in the digital era through leadership, research, and innovation. The programme adheres to four core principles: (1) problem orientation—focusing on key challenges faced by cultural institutions and enterprises amid digital transformation; (2) interdisciplinary integration—deeply integrating the humanities, social sciences, frontier digital technologies, and business management to cultivate leaders with comprehensive judgement and innovative capability; (3) unity of knowledge and action—ensuring that course content, research methods, and industry practice are closely connected so that learning outcomes can directly inform organisational strategy and practice; (4) future orientation—through rigorous academic training and advanced methodologies, helping learners maintain competitiveness and foresight within a rapidly evolving digital cultural ecosystem. The normal duration of study is three years. Apart from completing 6 core courses and dissertation, students are also required to take two elective courses based on their interests or professional development goals.

Modules and Courses

Students need to complete 48 credits to complete the programme, including 18 credits from core courses, 6 credits from elective courses, and 24 credits from dissertation (confirmation, doctoral thesis and oral defence).

Category	Credits (Total: 48)
Core (6 courses, 3 credits each) - Digital Culture Theory and System Construction - Global Digital Culture Policy and Governance - Digital IP Creative Planning - Seminars on Emerging Technologies and New Formats of Cultural Industries - Finance and Investment in Digital Culture - Research Methods	18
Elective (choose any 2 courses, 3 credits each) - Trends in Digital Cultural Tourism - Heritage Revitalisation and Digitalisation - Intelligent Cultural Communication and Marketing - Digital Transformation of Cultural Enterprises - Cultural Going-global in the Digital Age	6
Dissertation - Confirmation - Doctoral Thesis and Oral Defence	24

Course Description

Module	Course Title	Course Description
Core	Digital Culture Theory and System Construction	Digital culture is a brand-new cultural form created by humanity after entering the digital age. This course systematically reviews the practice pathways, policy shifts, and academic evolution of digital culture, and elaborates its key attributes such as virtuality, generativity, and computability. The course focuses on two foundational pillars—the digital technology system and the data resource system—while also addressing supporting mechanisms such as digital culture talent, governance, and security, to construct an interdisciplinary and integrated knowledge framework centred around the core concept of digital culture.
	Global Digital Culture Policy and Governance	This course tracks global waves of digitalisation and systematically analyses digital culture declarations and standards issued by international organisations (e.g., UNESCO and standardisation bodies), digital culture strategies and development plans of key countries/regions/cities, and cutting-edge academic research. It examines how digital technologies reshape cultural production and dissemination as well as social recognition and power structures, and explores core issues including cultural sovereignty, the digital divide, cross-cultural dialogue, and global collaborative governance of culture.
	Digital IP Creative Planning	Digital IP is the core value carrier of digital culture, driving industry innovation and enhancing communication influence. This course focuses on digital IP and systematically sorts out the creative characteristics and development paths of diverse types of digital IP. On this basis, it analyses key aspects common to different types of IP, such as symbol construction, fan operation, cross-border integration, and copyright protection. Through dissection of classic cases, simulated IP development exercises, creative proposal design, and discussions with industry mentors, students develop competencies in digital IP creative planning, full-cycle value operation, and cross-domain collaboration.
	Seminars on Emerging Technologies and New Formats of Cultural Industries	This course focuses on the iterative innovation of intelligent digital technologies and their deep integration with cultural industries, analysing the internal logic of technology-driven new business formats through thematic seminars. It covers three dimensions of business formats (traditional transformation, digital upgrading, and emergence of entirely new formats), elucidating technology's reshaping of the entire chain of cultural creation, production, dissemination, and consumption, while analysing mechanisms for factor reorganisation, data resource utilisation, and reconstruction of experience scenarios. The course also addresses technological ethics and application prospects.

	Finance and Investment in Digital Culture	The digital culture industry and adjacent sectors are becoming key arenas for capital competition, generating diverse models of cultural finance and investment innovation. This course explores the mechanisms through which digital technologies empower cultural finance, focusing on emerging areas such as data factors reshaping cultural asset valuation systems, intelligent algorithms improving investment decision efficiency, and blockchain enhancing transaction security for digital assets. It systematically covers new financing models enabled by digital technologies and practical approaches to identifying and developing investment opportunities in the digital culture industry. Combined with industry cases and risk analysis, the course helps students build capital-operation thinking and investment/financing competence.
	Research Methods	Centred on the core objective of the professional doctorate in Digital Culture Management—"addressing industrial practice issues and generating applied value", this course focuses on practice-oriented research capability and requirements for dissertation writing. Starting from methodologies, practical paradigms, and overall framework of industrial research, it systematically explains how quantitative and qualitative methods can be applied in contexts such as digital culture project evaluation, diagnosis of industrial pain points, and business model innovation. It strengthens capabilities in research design, data collection, and analysis tailored to practice-oriented issues, while also enhancing the compliance with academic writing standards.
Dissertation	Confirmation, Doctoral Thesis and Oral Defence	The dissertation focuses on practical application and problem solving in the field of digital culture management. With an interdisciplinary perspective of "culture + technology + management", it addresses real challenges in digital culture industry development. The core goal is to generate actionable knowledge and provide implementable solutions for complex business challenges. Students are required to conduct literature review, define research objectives, design the research process, collect and analyse data, independently write up the dissertation, and pass the oral defence, practicing the application-oriented approach to create value for the transformation of digital cultural formats and management practices.
Elective	Trends in Digital Cultural Tourism	The deep penetration of digital technologies is transforming cultural tourism, breaking traditional boundaries and spawning new business models and consumption patterns. This course examines the current landscape and policy orientation of cultural tourism, integrating industry practice and research to decode tech-driven change and identify key trends. Students explore developments like immersive experiences, AI-powered personalisation, big data for demand forecasting, and sustainable tech integration, and learn to apply them to promote the high quality development of the cultural tourism sector.

	Heritage Revitalisation and Digitalisation	In full recognition of the value of heritage in modern society, this course systematically reviews the underlying logic of heritage revitalisation, and conducts an in-depth analysis of the intrinsic mechanisms and practical pathways of digital technology-enabled empowerment. The course underscores the deep integration of technology applications and cultural connotations, with a focus on cultural mining, digital narrative innovation, and cultural identity in the revitalisation process. Drawing on typical case studies, it helps students master the key technologies and practical methods for heritage revitalization and digitalization.
	Intelligent Cultural Communication and Marketing	Intelligent digital technologies are reshaping the logic of cultural communication and marketing, shifting from one-way dissemination toward precision reach and personalised adaptation. This course addresses the strategic needs and core pain points of leading enterprises, explaining the theoretical system and practice evolution of intelligent cultural communication and marketing and analysing the mechanism of coordinated data - and - AI - driven transformation. Focusing on model iteration and full-chain empowerment, the course covers frontier applications including integrated communication, user profiling, live-stream interaction, community operations, and immersive scenario creation through theoretical analysis, case discussions, and strategy simulations.
	Digital Transformation of Cultural Enterprises	This course systematically teaches the logic of formulating digital strategies and analyses differentiated transformation paths for different types of cultural enterprises. The course delves into key aspects including the establishment of data application systems, the integration mechanism of AI with the full-chain of business operations, and the key points of governance structure transformation from "experience-based decision-making" to "digital-intelligent-driven decision-making." It also covers critical supporting elements in the transformation process, such as technology adaptation, talent cultivation, the balance between cultural values and digital technologies, and compliance management.
	Cultural Going-global in the Digital Age	The digital age has brought significant opportunities for cultural going-global. This course, grounded in the global digital landscape, national strategies, and the status of cultural going-global, focuses on cutting-edge industry practices and delves into the intrinsic logic of how digital intelligent technologies drive the leap of cultural going-global from product export to value transmission. It covers key issues including intelligent translation of cultural symbols and cross-cultural encoding of cultural value, platform structures and distribution paths in global digital networks, ecological collaboration paradigms and benefit-sharing mechanisms, and cultural discount dissolution and global dynamic adaptation.