PROGRAMME SPECIFICATION

Course record information

Name and level of final award:	**MA Music Business Management** The Music Business Management is a Masters degree that is Bologna FQ-EHEA second cycle degree or diploma compatible.
Name and level of intermediate awards:	Postgraduate Diploma Music Business Management Postgraduate Certificate Music Business Management
Awarding body/institution:	University of Westminster
Teaching Institution:	University of Westminster
Status of awarding body/institution:	Recognised Body
Location of delivery:	Westminster School of Media Arts and Design (Harrow)
Language of delivery and assessment:	English
Mode, length of study and normal starting month:	One year (full time). September start. Two years (part-time). September start.
QAA subject benchmarking group(s):	QAA Subject benchmark statements Masters degrees in Business and Management (2007)(QAA15862/07)
Professional statutory or regulatory body:	N/A
Date of course validation/review:	1999 (initial validation) 2006 and 2011 (periodic course reviews)
Date of programme specification approval:	2011-12
Course Leader:	Graham Ball
Course URL: Westminster Course Code: JACS code: UKPASS code:	westminster.ac.uk/courses/postgraduate PMMUS03F (FT) PMMUS03P (PT) N200 (Management Studies) P018457

Admissions Requirements

There are standard minimum <u>entry requirements</u> for all undergraduate courses. Students are advised to check the standard requirements for the most up-to-date information.

<u>westminster.ac.uk/courses/postgraduate/how-to-apply</u>

For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements.

More information can be found here: <u>westminster.ac.uk/courses/postgraduate/how-to-apply</u>

Aims of the course

The MA Music Business Management aims to provide students with the opportunity to study at graduate level. The course has been designed to match the Universities mission to provide education for professional life and meet the University policies on skills development and employability. The course structure follows the requirements of the modular frameworks and the academic regulations of the University.

The course aims and objectives are to equip our graduates with a critical understanding of the music industry and critical awareness of the tensions surrounding the management of innovation and creativity within the music industry and the wider creative/media industries. Although the aims and objectives of the core curriculum have remained unchanged, the emphasis across the course has evolved in recognition of the changing international music market and to reflect the innovatory nature of business development in the wider creative and media industries, with a particular shift towards entrepreneurism and media convergence.

The three central aims of the course are now to;

1. Critically examine the management of creativity and innovation in the music industry;
2. Explore and evaluate the history of the music industry in the wider field of cultural production;
3. Critically analyse the music industry as part of the copyright industries.

The intense nature of learning within the MA Music Business Management contributes to the development of strong skill sets and rewarding industry relationships. It is clear that the key principles and skills obtained from the MA Music Business Management have been successfully applied across a wide range of opportunities with some students going on to start their own companies whilst others have pursued successful careers in music and related industries.

Some of our alumni are highly accomplished entrepreneurs, while others are working for major corporations and rights organisations. Some are employed in foreign subsidiaries of multinational corporations and others are based in corporate headquarters. Our alumni may be found among many of the most active and competitive music industry businesses.

Employment and Further Study Opportunities

Today's organisations need graduates with both good degrees and skills relevant to the workplace, i.e., employability skills. The University of Westminster is committed to developing employable graduates by ensuring that:

- Career development skills are embedded in all courses.
- Opportunities for part-time work, placements and work-related learning activities are available to students.
- Our staffs actively widens and strengthen the University's links with employers in all sectors, involving them in curriculum design and encouraging their participation in other aspects of the University's career education and guidance provision.
- Our staffs have knowledge of up-to-date data on labour market trends and employers' requirements, which informs the service delivered to students.

Alumni are to be found working across the international music industry from Disney Music to iTunes to marketing at Sony Jazz Holland.

Course Learning Outcomes

Learning outcomes are statements on what successful students have achieved as the result of learning. The threshold statements of achievement are linked to the knowledge, understanding and skills that a student will have gained on successfully completing a course. By the end of the MA Music Business Management course students will:

- Explore and critically evaluate the role of entrepreneurship within the music industry.
- Explain and interpret key challenges affecting music industry organisations.
- Demonstrate knowledge of the internal aspects, functions and processes of music industry organisations.
- Explain and interpret the concepts and language of the live music industry. Demonstrate knowledge of the business of live music from venue management to merchandising, from small venue tours to festival management.
- Explore and critically evaluate concepts of sustainability as they apply to the music industry.
- Explore and critically evaluate the domestic and international music market.
- Demonstrate knowledge of the key concepts surrounding current music industry management practice.
- Explore and critically evaluate marketing and communication in relation to current music industry practice.
- Explain and interpret the key challenges facing music exploitation and music consumption.
- Demonstrate knowledge of the history of the music business.
- Explain and interpret the key concepts in finance for the creative Industries.
- Explain and interpret royalty accounting and income streams and revenue opportunities and investment opportunities
- Demonstrate knowledge of the international dimensions of IP and copyright as it relates to the global music industry.
- Explain and interpret the key concepts of IP strategies in music business contracts, and the implications for artist development.
- Explain and interpret the value and potential for collaborative business approaches across the creative industries.
- Explore and critically evaluate the role of the creative industries as they apply to the structure of the global music industry.
- Critically examine current academic discourse as it applies to the music business environment.

Knowledge and Understanding

By the end of the MA Music Business Management course students will be able to demonstrate relevant knowledge and understanding of music industry organisations, the external environment in which they operate and how they are managed with an emphasis upon understanding and responding to change in an evolving industry and changing external environment.

Specific skills

Core skills and employability strategy is embedded across and throughout the curriculum; these are explained and addressed during induction, tutorials and group session as well as during guest lectures. There is an overall focus on the need for flexibility and entrepreneurship. Transferable skills and personal development practice (PDP) in the creative industries and particularly in the music industry are key components of the teaching and learning on the MA Music Business Management programme.

- Numeracy and quantitative skills; use of key management models, data analysis
- eLearning skills
- Research skills and methodology
- Oral and written communication; business reports, presentations
- Interpersonal techniques; listening, negotiating, persuading and influencing
- Independent learning
- Learning management; learning through reflection and practice; professionalism
- Continuous learning; self-reflection, response to feedback, continuous improvement Career planning

Key transferrable skills

- Managing Creative Processes in Self and Others
- Problem Solving and Decision Making – identifying, formulating and solving business problems
- Critical Analysis, Synthesis and Appraisal – problem identification and definition
- Collaboration – ability to recognise and utilise individuals' contributions
- Leadership and Performance Management – appropriate leadership styles for situations and settings
- Project and Time Management
- Ethics and Value Management – recognising ethical situations, applying ethical and organisational values.

Learning, teaching and assessment methods

Learning

We use a combination of different teaching and learning methods to enable students to develop a critical approach to the discipline and also to be able to plan their own independent research with increasing confidence. We draw particular attention to the importance of increasing knowledge of practice and transferable skills. These methods vary from the very formal such as exams to the very informal such as individual discussions with

tutors and industry mentors. Our aim is always to encourage and support students in becoming critically aware and independent.

Each module starts with a lecture and although this is a formative period of study students are encouraged to ask questions and contribute to class discussions. The lecture is then followed by a seminar period in which students will work both singularly and in groups. During seminars students will be expected to speak and present ideas and research that they have been set by the module leader. Seminars vary in content and style according to the discipline. Each module contains two assessments.

The course invites an array of professional industry guest speakers and students are expected to have researched the subject area for discussion on these occasions so that they are able to ask relevant questions and make the most of these networking opportunities.

The learning structure of the course ensures that each core module enables the students to complete their thesis (Final Project) by providing them with the opportunity to practice independent research and critical thinking.

Teaching

Teaching and learning on the course is defined to be appropriate to the needs of each module. The teaching and learning methods on the course include the following:

- Lectures
- Seminars
- Guest lectures- the MA MBM has a minimum of two-guest lectures per week
- Group research work
- Group and individual presentations
- Tutorials both individual and group
- Individual industry mentoring
- Internship and employment tutorials
- MA Music Business and Audio Production group projects
- Faculty Music and Media research and work placement
- Mid-term test
- Examinations
- Participation
- Reflective practice diaries

Assessment

A range of assessment strategies is used on the programme to match the nature of the subject. Each module has a particular strategy for assessment that is defined in the module handbook. This includes a detailed description of the assessment projects, the weighting of marks given to those projects and the dates, times and submission procedures. Each 20-credit module has two assessment points except for History of the Music Industry, which has one assessment.

The main forms of assessment for modules are:

- Individual (4000 word) assignment: identification and evaluation and analysis of appropriate issues and or questions; by utilisation of class lectures and set readings;

individual research; issue analysis from a domestic perspective; from an international perspective; business analysis; academic methodologies.

- Mid Term Tests: (Intellectual Property and Copyright Management): application of key concepts, fundamental knowledge and issues and challenges relevant to the module.
- Group projects, which include a PowerPoint presentation and an individual (1000 word) written research document or a reflective portfolio.
- Music Business Management Project: Application of cross – programme concepts, knowledge and issues and challenges relevant to the music industry including:

  - Research
  - Analysis
  - Coherent argument
  - Reasonable conclusions
  - Topic choice, negotiation, objectives and scope
  - Project planning and setting milestones
  - Thesis proposal outline
  - Thesis first draft
  - Thesis final draft

Course structure

This section shows the core and option modules available as part of the course and their credit value. Full-time postgraduate students study 180 credits per year.

Level 7				
Module code	Module title	Status	UK credit	ECTS
7MUMN004W	Intellectual Property and Copyright Management	Core	20	10
7MUMN001W	Artist and Repertoire music development	Core	20	10
7MUMN007W	Music Marketing Management	Core	20	10
7MUMN002W	Entrepreneurship and Finance for Creative Industries	Core	20	10
7MUMN005W	Live Music Management	Core	20	10
7MUMN006W	Music Business Management Project	Core	60	30
7MUMN009W	Music Industry Structure, Roles and Development	Core	20	10
Award of MA Music Business Management available (180 credits)				
Award of PG Diploma MA Music Business Management available (120 credits)				
Award of PG Certificate MA Music Business Management available (60 credits)				

Academic Regulations

The current Handbook of Academic Regulations is available at westminster.ac.uk/academic-regulations

How will you be supported in your studies?

Course Management

The course is taught by the University of Westminster. The host school for the course is Media, Arts and Design:

- Kerstin Mey, Dean of the School, holds overall responsibility for the course, and for all courses run by the Westminster School of Media, Arts and Design.
- Jonathan Stockdale, is the Associate Dean for Postgraduate Studies.

The host cluster is the Media and Society within the School of Media, Arts and Design:

- Charles Brown, Cluster Leader holds overall academic responsibilities for all courses run by the Centre for Creative Industries Management.

The course team comprises:

In his capacity as course leader, Graham Ball (G.Ball@westminster.ac.uk), is also responsible for day to day and general management of the course in all its delivery modes and

- Approving student study programmes
- Organisation of tutorial, supervisory support and pastoral care
- Co-ordination of marks for assessment boards

Module leaders oversee the delivery of all aspects of the module(s) they are responsible for. They consult students on matters relevant to their module.

Academic Support

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities, additional support available and to your Faculty Registry Office. You will be provided with the Course Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides advice and guidance on academic matters. The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students

Learning Support

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one to one appointments.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. Students[1] can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources

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[1] Students enrolled at Collaborative partners may have differing access due to license agreements.

(databases, e-journals, e-books). Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services. They can also choose from several computer rooms at each campus where desktop computers are available with the general and specialist software that supports the courses taught at their Faculty. Students can also securely connect their own laptops and mobile devices to the University wireless network.

Support Services

The University of Westminster Student Affairs department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University.

How do we ensure the quality of our courses and continuous improvement?

The course was initially approved by a University Validation Panel in 1999. The panel included internal peers from the University, academic(s) from another university and a representative from industry. This helps to ensure the comparability of the course to those offered in other universities and the relevance to employers.

The course is also monitored each year by the Faculty to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including the outcomes from Course Committees, evidence of student progression and achievement and the reports from external examiners, to evaluate the effectiveness of the course. Each Faculty puts in to place an action plan. This may for example include making changes on the way the module is taught, assessed or even how the course is structured in order to improve the course, in such cases an approval process is in place.

A Course review takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with review panels to provide feedback on their experiences. Student feedback from previous years e.g. from Course Committees is also part of the evidence used to assess how the course has been running.

How do we act on student feedback?

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

Through Course Committees students have the opportunity to express their voice in the running of their course. Student representatives are elected to Committee to expressly represent the views of their peer. The University and the Students' Union work together to provide a full induction to the role of the student representatives.

Each Faculty also has its own Faculty Student Forum with student representatives; this enables wider discussions across the Faculty. Student representatives are also represented on key Faculty and university committees.

All students are invited to complete a questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced.

The University also has an annual Postgraduate Taught Experience Survey or PTES which helps us compare how we are doing with other institutions, to make changes that will improve what we do in future and to keep doing the things that you value.