PROGRAMME SPECIFICATION

Course record information

Name and level of final award:	MA Music Business Management
	MA 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 Arts (Central London)
Language of delivery and assessment:	English
Mode, length of study and normal starting month:	One-year full time. September start.
	Two years part-time evening. September start.
QAA subject benchmarking group(s):	QAA Subject benchmark statements Masters degrees in Business and Management (2015)
Professional statutory or regulatory body:	N/A
Date of course validation/review:	1999 (initial validation), 2006, 2011, 2017
Date of programme specification approval:	January 2021
Valid for cohorts:	2021-22
Course Leader:	Sally Anne Gross

Course URL:	westminster.ac.uk/courses/postgraduate
Westminster Course Code:	PMMUS03F (FT) PMMUS03P (PT)
JACS code:	P018457
UKPASS code:	

Admissions requirements

There are standard minimum entry requirements for all postgraduate courses. Students are advised to check the standard requirements for the most up-to-date information.

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: westminster.ac.uk/courses/postgraduate/how-to-apply

Recognition of Prior Learning

Applicants with prior certificated or experiential learning at the same level of the qualification for which they wish to apply are advised to visit the following page for further information: westminster.ac.uk/study/current-students/your-studies/forms-and-procedures/recognition-of-prior-certified-learning-rpcl.

Aims of the course

The MA Music Business Management has been designed to provide students with the opportunity to study music industries 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 is designed to reflect the interdisciplinary collaborative and entrepreneurial nature of music sector working practices. These elements have been the central drivers in the design of the MA Music Business Management course over the last decade here at the University of Westminster. The course team has worked closely with music industry stakeholders to encourage our students to be at the forefront of these dynamic changes and we are proud of the many successes of our students who can be found working around the world at the cutting edge of new music enterprises from iTunes, Believe Digital, and Shazam, to Ticket Master, Live Nation, and Kobalt Music. Others have roles in the global music and entertainment powerhouses of Universal Music Group, Sony ATV, Sony Music Entertainment and Warner Brothers or in smaller yet significant independents and artist management companies. Our alumna Sara Grill was named at the Brit Awards as a new generation influencer[1] for her work tour managing the likes of Rhianna and the global sensation Zara Larsson. Our alumnus Pablo Suarez, working at Ministry of Sound Publishing signed Sigala – another Westminster alumnus and international chart topper. Vengal Vlaski, another of our award winning students has recently become new business director at Proper Distribution and is working with some of the world's best independent music companies.

The MA Music Business Management is an exciting and challenging course reflecting the dynamism, artistry and inventiveness of the popular music sector. This course will develop the next generation of creative, responsive and critically agile music professionals through our approach to our specialist subject: music. Music is at the heart of everything we do on the MA and we use it as the lens through which we critique and enhance the potential of the creative industries to produce a rich, sustainable, inclusive and diverse environment from which all can benefit.

We have designed the curriculum around three critical positions;

Historical, cultural and sociological theory of creative and cultural industries through the lens of music production and consumption and social/cultural capital. These modules focus on the areas that underpin and give shape to stakeholder identities and interests within the music sector and also illustrate how the music sector operates on a domestic and international level. The *IP and Copyright Management* and Entrepreneurship modules specifically critically examine the way regulation in the music sector impacts on the way the different industries and stakeholders operate.

Business Management theory informs modules here that critically examine the music business environment and apply an interdisciplinary perspective to the ways in which different stakeholder interests impact on product development. *Music Industry Structures* provides students with the opportunity to examine the key music sector industry stakeholders, critically examine the work environment and the identify relevant professional opportunities. The module also includes optional work placement opportunities. *Artist Development* critically explores the development of new musical products and the cultivation of industry relationships. This module is very music centred and demands a high level of engagement from students and a lot of discussions. Each week we explore new music and what is going on within different genres, within the UK and around the world.

Music Industry Practices, here we critically examine the most current music sector practices, learning from our weekly music industry guest speakers. Guests usually highlight specific areas they are working or specific issues in their professional sphere from the problems of crowd control and health and safety at festivals to the international challenges of secondary ticketing. The *Live Music Management* module studies the specific areas of live music management and how these have evolved, to enable students to develop an overall understanding of and critical approach to key roles and issues in the live music industry including ticketing, contracts, performing rights, sustainability and the relationship of live with the recording industry.

Music Marketing and Technology this module is provides students with a solid introduction to the wide range of issues, strategies and challenges facing the marketing and promotion of music. Marketing management has a significant position in music, transforming and potentially monetising the "art" of recordings, live music events and the artist as "brand". This module assesses the impact of technology especially social media and "big data", deploying industry guest speakers and real life case studies to explore a variety of perspectives on marketing and technology and their current issues. Module aims include preparing students for the challenges of developing and marketing music-related services and products both globally and locally. It equips students with the concepts, language and tools of marketing and technology and provides insights into current and future industry practices and ongoing development in relevant areas of marketing and tech such as social media marketing, AI and VR.

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 widely available to students

- Staff continue to widen 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

- Staff are provided with up-to-date data on labour market trends and employers' requirements, which will inform the service delivered to students.

Learning outcomes

Learning outcomes are statements on what successful students have achieved as the result of learning. These threshold statements of achievement and are linked to the knowledge, understanding and skills that a student will have gained on successfully completing a course.

Knowledge and understanding

Upon completion of the course, students will be able to:

LO1 Demonstrate a deep and systematic knowledge of the key concepts and language of the music industries.
LO2 Demonstrate deep and systematic understanding of key concepts of sustainability as they apply to the music industries.
LO3 Demonstrate a sophisticated understanding of the dynamics of domestic and international music market.
LO4 Demonstrate knowledge of the key concepts surrounding current live music industry management practice.
LO5 Demonstrate a deep and systematic understanding of marketing and communication in relation to current music industry practice.
LO6 Demonstrate a deep and systematic understanding of the key challenges facing music exploitation and music consumption.
LO7 Demonstrate sophisticated understanding of the history of the music industries.
LO8 Explain and critically evaluate the key concepts in finance for the creative Industries as they relate to music and media businesses.
LO9 Explain and interpret royalty accounting and income streams and revenue opportunities and investment opportunities
LO10 Demonstrate knowledge of the international dimensions of IP and copyright as it relates to the global music industry.
LO11 Demonstrate sophisticated understanding of the key concepts of IP strategies in music business contracts, and the implications for artist development.
LO12 Demonstrate sophisticated understanding of the potential for collaborative business approaches across the creative industries.
LO13 Critically examine current academic discourse as it applies to the music industries and current media and music theory.

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 strong communication skills, flexibility and entrepreneurship coupled with a deep knowledge of music and a demonstrable interest in current creative industries trends. 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 MBM.

- Numeracy and quantitative skills; use of key management models, data analysis
- eLearning skills (LO9,10,11).
- Problem solving, critical thinking (LO1,3,4,5,10,11,13).
- Research skills and methodology (LO 5,10,13).
- Oral and written communication; business reports, presentations (LO1,5,7,13)
- Interpersonal techniques; listening, negotiating, persuading and influencing (LO 8,9,10,11,12).
- Independent learning (LO 1,2,7,8,13).
- Learning management; learning through reflection and practice; professionalism (LO1,6,7,13)
- Continuous learning; critical and creative thinking, emotional intelligence, self-reflection, response to feedback, continuous improvement Career planning (LO 1,2,3,10,13).

Key transferable skills

Key transferable skills a student will be expected to have acquired on successful completion of the course include:

- Managing creative processes
- Social media skills
- Storytelling as part of digital marketing
- Researching, report writing and presentation
- Problem solving and decision making
- Identifying, formulating and solving business problems
- Critical analysis
- Creative thinking
- Emotional intelligence
- Active listening
- Synthesis and appraisal, problem identification and definition
- Collaboration, ability to recognise and utilise individuals' contributions
- Leadership and performance management, recognising appropriate leadership styles for situations and settings
- Project and time management
- Ethics and value management – recognising ethical situations, applying ethical and organisational values.
- Music curation
- Identifying market trends
- Data analysis

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 methods used throughout the course are a combination of lectures, guest speaker practice based case studies and industry approaches. To complement these methods there are always in class exercises which have been developed to encourage students to think about how different approaches to music industry practices are informed by theory and an music industry practices.

- Lectures
- Seminars
- Discussion groups
- Guest lectures- a minimum of two-guest lectures per week
- Group research work
- Group and individual presentations
- Tutorials both individual and group
- Internship and employment tutorials
- Music Business research and work placement
- Music evaluation
- 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 assessments.

The main forms of assessment for modules are:

- Individual (3-4000 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.

- Group projects, which include a PowerPoint presentation and an individual (1000 word) written research document or a reflective portfolio.

Music Business Management Project (12,000 words): Application of interdisciplinary approach, programme concepts, knowledge and issues and challenges relevant to the music industry including:

Research methodology and ethics
- Analysis
- Coherent argument
- Reasonable conclusions
- Topic choice, negotiation, objectives and scope
- Project planning and setting milestones
- Literature review
- 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.

Credit Level 7				
Module code	Module title	Status	UK credit	ECTS
7MUMN004W	Intellectual Property and Copyright Management	Core	20	10
7MUMN001W	Artist Development	Core	20	10
7MUMN07W	Music Marketing and Technology	Core	20	10
7MUMN002W	Entrepreneurship	Core	20	10
7MUMN005W	The Live Music Industry	Core	20	10
7MUMN009W	Music Industry Structure, Roles and Development	Core	20	10
7MUMN006W	Music Business Management Final Project	Core	60	30

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Please note: There are no optional modules

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

Sally Anne Gross – course leader
s.gross@westminster.ac.uk

Graham Ball
ballg@westminster.ac.uk

Dr George Musgrave
G.Musgrave@westminster.ac.uk

We advise that all enquires be made via email as all our staff are email active and will reply within two working days.
Course office is located on the Harrow Campus on the ground floor
Room JG42

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 Campus Registry. 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. Further information on Blackboard can be found at westminster.ac.uk/blackboard.

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. Further information on the Academic Learning Development Centre can be found at westminster.ac.uk/academic-learning-development.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. Students[2] can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources (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

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[2] Students enrolled at Collaborative partners may have differing access due to licence agreements.

courses taught at their College. Students can also securely connect their own laptops and mobile devices to the University wireless network.

Support Services

The University of Westminster Student and Academic Services 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. Further information on the advice available to students can be found at westminster.ac.uk/student-advice. The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University. Further information on UWSU can be found at westminster.ac.uk/students-union.

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

The course was initially approved by a University Validation Panel in 2018. 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 College 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 evidence of student achievement, reports from external examiners in order to evaluate the effectiveness of the course.

A Course revalidation 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 Revalidation panels to provide feedback on their experiences. Student feedback from previous years 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 student engagement activities at Course/Module level, students have the opportunity to express their voice in the running of their course. Course representatives are elected to expressly represent the views of their peers. The University and the Students' Union work together to provide a full induction to the role of the course representatives.

- There are also School Representatives appointed jointly by the University and the Students' Union who meet with senior School staff to discuss wider issues affecting student experience across the School. Student representatives are also represented on key College 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.