

Music Industry Management

Final award	B.A.(Hons)
Intermediate awards available	Cert HE, Dip HE, University Certificate, University Associate Certificate
UCAS code	N290
Details of professional body accreditation	N/A
Relevant QAA Benchmark statements	Hospitality, Leisure, Sport and Tourism / General Business and Management
Date specification last up-dated	May 2013

Profile

The summary - UCAS programme profile

BANNER BOX:

The University of East London's Music Industry Management B.A. (Hons) degree is a career focussed programme whose aim is to ensure that our students graduate fully equipped to build themselves a future within the Music industry. The programme is designed to enable you to become an economically active member of the Music Business sector through establishing your own business, obtaining employment within the industry or by more successfully managing and monetizing your own musical creativity.

The programme will also help you develop a depth and width of knowledge that will prove appropriate to working within and across a wide range of the broad Cultural Industries sector.

ENTRY REQUIREMENTS

- 280 UCAS tariff points or equivalent
- Pass in a recognised Access Course or International Foundation Programme

In addition to the above, we require GCSE Maths grade C and English grade C or equivalents, unless competency is part of the qualification gained.

We also welcome mature student applicants and those with relevant professional and vocational qualifications, and these will be dealt with on an individual basis and may require an interview.

Students that apply to enter Year 2 or 3 of the programme may be admitted through normal Accreditation of Experiential Learning (AEL) or Accreditation of Certificated Learning (ACL) processes.

In the case of applicants whose first language is not English, then IELTS 6.0 (or equivalent) is required. International qualifications will be checked for appropriate matriculation to UK Higher Education undergraduate programmes.

ABOUT THE PROGRAMME

What is Music Industry Management?

Music Industry Management is a B.A. (Hons) programme offered by the Royal Docks Business School at the University of East London. The programme has a broad first year of study that introduces the new student to an understanding and contextualisation of the contemporary Music Business. It provides three enjoyable, informative and exciting music industry focussed modules that will equip you with a broad historical and practical understanding of the music industry; where it's been, where it is today and where it's going in the future; all of which will give you a solid foundation for the rest your studies on this programme. The design of the programme draws upon a mixture of applied, practical and business centered Music Industry studies, covering such areas as recorded music marketing , contract negotiation, music publishing, the digital music economy, the live music sector, artist management and other Music Industry focussed matters

Music Industry Management at UEL

The Music Industry Management degree at UEL is distinctive in a number of ways.

- Designed, led and taught by academically qualified, highly successful Music Industry practitioners
- Guided by an Advisory board made up of significant international music industry executives
- An open office approach where Lecturers are always available to students
- Vocational, Practical and Academic; the programme provides high quality teaching and learning that is both appropriate to the realities of the contemporary Music Industry and academically robust
- Delivers regular extra-curricular activities and events
- Features high profile & professionally successful guest lecturers & speakers

Programme structure

The BA (Hons) Music Industry Management programme is offered as a single honours, major, joint or minor award. The degree is normally studied over three years in the full-time mode or four and one half to five years in the part-time mode. It is possible to switch between modes, subject to timetabling constraints.

The Music Industry programme comprises eighteen 20 credit modules. Alongside the 11 core Music Industry Management modules the BA (Hons) Music Industry Management shares some modules with other degree awards at UEL. This allows you to develop wide areas of interest and knowledge and facilitates transfer to another award after level 1 of the programme should you wish.

The programme structure for single honours students is highlighted below.

Music Industry Management (Single honours): Modular Structure

Level 1

Level 2

Level 3

Marketing Principles & Practice	Introduction to Accounting and Finance for the Cultural Industries	Music publishing	The Live Music Industry	The Digital Music economy	The Law and Business Affairs in the Music Industry
An introduction to Popular Music Business	Introduction to the Music Industry Environment	Recording Labels and Music Marketing	Researching in Business and Management	Music and Artist management	The Business Professional
Skills for Tourism, Hospitality and Entertainment Management	Music Industry Technology and Production	Financial Planning for the Cultural Industries	Option Module	Option Module	Entrepreneurship and Employability for Music Professionals

A one year sandwich placement is available between Level 2 and 3 to all students

Learning environment

The programme will be delivered exclusively at the Royal Docks Business School Building at the UEL Docklands campus. We will teach you how to maximise your potential and benefit from the powerful resources provided throughout the Campus. In addition, student learning is supported via *UELPlus*, our virtual learning environment to develop skills for life.

Additionally you will develop proficiency in information researching using our extensive, subject specific, online databases and interactive media facilities.

We will help and encourage you to use a wide range of contemporary IT based presentation technologies.

By using these Information Technology resources you will enhance your learning and increase your Information Technology skills. Therefore when you enter employment you will have a very wide range of skills that will enable you to effectively demonstrate and apply what you have studied on your degree.

Assessment

It is the policy of the Royal Docks Business School to include information on assessment criteria in Module handbooks

- Your marks in level two and three modules will determine your final degree classification, level one marks are not used for this purpose.
- Assignments will take the form of essays, reports, presentations, exams and sometimes, practical work.

Work experience/placement opportunities

Work placement

Between your second and final year you can apply to gain valuable work experience by working full time in a music-based organisation. You should note that

- we support you in finding a placement with a suitable organisation
- the placement should normally be paid, thus reducing the financial burden of degree study.

There are several other major advantages of this placement.

- it enables you to practice the ideas you have previously learnt.
- when you return for the final year you will be able to critically analyse your study in the final year in the light of your own practical experience.

Before the placement year starts, in semester A of Year 2 there are six taught sessions which cover Curriculum Vitae Writing, Sourcing a Placement, Presentation by Past Placement Students, Interview Skills, Written Applications and Health and Safety. The objective of these is to ensure that you are fully briefed on what you should expect on the placement year and how it should interact with and strengthen your studies and employability profile.

Project work

You may undertake a project at level three on a topic of your choosing. You will receive specific guidance on its preparation in the preceding semester, as well as during level two, so you will be well prepared.

You will also find that mini projects or group work exercises feature in some of the modules taught in the degree, throughout each of the three years

IS THIS THE PROGRAMME FOR ME?

Attending University and studying for a degree is not just about acquiring knowledge, it is also about developing a range of skills, gaining self confidence and self awareness, learning to manage deadlines and deal with people from very different circumstances to your own; all in all it's about preparing yourself for the world and equipping yourself to pursue and achieve your ambitions.

Following your graduation all of these attributes will be valued by your potential employers and business associates, sometimes even more than they value your academic achievements.

Making the most of your time at University will mean committing yourself to involvement in University life, to sharing your time with fellow students and to grasping positively at the opportunities that will be presented to you.

The Music Industry Management Programme is designed to help you develop and expand your knowledge, skills practical experience and as a consequence, confidence.

We will help you to reflect upon these personal developments and assist you in discovering the best ways to maximise their value for yourself, your potential future employers and the wider community that you are a part of.

If you are interested in...

Music Industry Management, Recorded Music Marketing, Artist Management, the Digital & Internet based Music Sector, Music Publishing, Promoting Music Based Events or establishing your own Music Industry business, then this programme is for you.

If you enjoy...

- Listening to and working with others
- Finding solutions to problems
- The challenge of reading, studying and thinking about many different subjects
- The challenge of understanding the links which may exist between many different subjects and the music industry
- Thinking about how globalisation and the internet affects business
- Working with others from different cultures

If you can answer yes to some or all of these then you will probably enjoy studying for the degree in Music Industry Management

If you want to combine Music Industry Management with other subjects you can, subject to availability and timetabling

The Music Industry Management programme is designed to combine with other programmes that run across UEL. As stated above, Music Industry Management can be combined as either a Major, Joint or Minor award when taken in conjunction with other awards. Typical combinations might include:

- Events Management
- Business Management
- Human Resource Management
- Finance
- Marketing
- Music Technology
- Music Culture
- Economics
- Journalism

For details on possible combinations see the Combined Honours web pages at <http://www.uel.ac.uk/combined/programmes/index.htm>

Studying Music Industry Management with another subject may increase the range of career choices open to you.

Talk to your careers adviser, they should be able to give you further advice or come and see us on an Open Day, the details of which you can find on our web page.

Your future career

The Music Industry is changing. The internet, globalisation, narrowcasting, niche markets, digital technology and many other economic and cultural developments have ensured that the

music business in the 21st Century is going to be a very different industry to the charming but chaotic, ‘by the seat of its pants’ business that dominated the Popular Music economy between 1950 and 2000.

In the 21st century the Music Business is rapidly becoming a tale of two sectors; the global mega ‘entertainment’ corporations such as Universal, Sony and Warners and the many niche focussed, creative, enterprising and entrepreneurial businesses that populate the small and medium enterprise (SME) sector of the music economy.

The major global companies are in need of educated, focussed and knowledgeable young executives to train as their future Managers, whilst the SME companies are looking for innovative, well informed, enterprising and creative entrepreneurs to help steer them into new markets and new business opportunities.

The days of the music business executive ‘working things out as they go along’ are behind us. The days of there being no competition to threaten music’s dominate position in the world of cultural entertainment are gone. These days the Music Industry has to compete head to head, efficiently and with business acumen with computer games, films, the internet, the leisure economy, digital radio and multi channel television for the attention of the popular culture consumer.

The growth in single track downloading and piracy has resulted in the business not being able to rely on the sale of ‘albums’ to bring in the huge cash flows that once protected it from the rigours of the wider economy.

The music business is changing, the music business is growing up, but the music business is most definitely not going away!

As a Music Industry Management BA graduate from UEL you will stand out in the job and career market place by virtue of having the music industry knowledge, the entrepreneurial mindset, the creative focus and the ability to innovate and help build the new Music Industry, either from within an existing company or by forging your own path as an enterprising entrepreneur.

How we support you

Aside from the practical methods of support detailed in other parts of this document, MIM students are also supported through a Personal Tutor programme whereby each student is allocated a Personal Tutor from within the Music Industry Management academic team. We also operate an open office policy and so, subject to availability, the Music Industry Management office is always open to students to call in for guidance, help or just a chat.

Music Industry Management Office Facility

The MIM Office is open to students whenever a Lecturer is present. In the office we hold a collection of Music Industry specific magazines, publications, books and DVDs which are available to MIM students to read and use.

Bonus factors

The Docklands Campus

The Royal Docks Business School is located at our Docklands Campus near London City Airport, the O2 Centre and ExCel Exhibition Centre. The Campus has a range of student facilities including an extensive library and a fully equipped Sports Centre.

The Library

The main UEL Docklands Campus Library is open 24 hours a day, 7 days a week. This allows you to undertake your reading and studies when it is most suitable to you. Many of the books and journals in the library are also available electronically which will allow you to do research off site.

Study Abroad

During your second year at UEL you can study for one Semester in Europe, Asia or the Americas. We have links to universities that offer their programmes in English and you will study modules which we have previously agreed are appropriate to your programme. The grades obtained abroad will count towards your degree classification at UEL.

Outcomes

Programme aims and learning outcomes

What is this programme designed to achieve?

This programme is designed to give you the opportunity to develop:

- a clear understanding of the dynamics and complexity of the music industry and its sub-sectors
- your critical thinking skills so you can utilise your knowledge of the music industry to best practice
- your transferable and practical skills to enable you to confidently apply your understanding of the music industry in your workplace to solve management problems
- the knowledge and skills required to secure employment in a music or copyright focussed organisation in the public, private or not-for-profit sector in the UK or abroad, or to proceed to further study within the academic community.

What will you learn?

Knowledge

You will be able to

- understand and comment on key business principles as they relate to the music and other similar copyright and intellectual property based industries.
- recognise and consider the diversity of disciplines that influence management practice in the music industry

- appreciate and reflect on the changing business environment
- exhibit a broad and thorough understanding of the processes and dynamics of the contemporary music and wider entertainment industries

Thinking skills

You will be able to

- critically evaluate the relevance of diverse theories and approaches to the management of the music industry and its copyright assets
- apply these theories and concepts in practical management situations
- discuss the relationship between the wider economic context, government policy and strategies and the music industry
- compare, contrast and evaluate management and marketing principles employed by different types of music industry businesses and organisations
- analyse, evaluate and apply theories and models related to the music industry

Subject-Based Practical skills

You will be able to

- identify and interpret sources of information that will assist you in solving music business problems and making appropriate management decisions
- critically evaluate challenges and opportunities to develop and manage a creative or music copyright based organisation
- design effective management strategies for music copyright organisations in the public, private and not-for-profit sector
- develop and justify a feasible business plan for a music industry based organisation
- apply financial planning and budgeting skills that assist managers in their investment decisions

Skills for life and work

You will be able to

- identify gaps in your own knowledge and proactively undertake steps to fill these
- identify and interpret a range of theoretical and empirical data to develop a sophisticated and reasoned argument
- undertake independent research and make practical recommendations based on the evaluation of different data sources
- communicate effectively in written and oral form to specialist and non-specialist audiences

Structure

The programme structure

Introduction

All programmes are credit-rated to help you to understand the amount and level of study that is needed.

One credit is equal to 10 hours of directed study time (this includes everything you do e.g. lecture, seminar and private study).

Credits are assigned to one of 5 levels:

- 0 - equivalent in standard to GCE 'A' level and is intended to prepare students for year one of an undergraduate degree programme
- 1 - equivalent in standard to the first year of a full-time undergraduate degree programme
- 2 - equivalent in standard to the second year of a full-time undergraduate degree programme
- 3 - equivalent in standard to the third year of a full-time undergraduate degree programme
- M - equivalent in standard to a Masters degree

Credit rating

The overall credit-rating of this programme is 360 credits.

Typical duration

The expected duration of this programme is 3 years when attended in full-time mode or 4 and a half years in part-time mode. It is possible to move from a full-time mode of study to a part-time mode of study and vice-versa, to accommodate any external factors such as financial constraints or domestic commitments. Many of our students make use of this flexibility and this may impact on the overall duration of their study period.

How the teaching year is divided

The teaching year begins in September or February and ends in June or January. A student, normally registering for 6 modules in one year (3 modules in each Semester) would do so in a full-time attendance mode of study and a student registering for up to 4 modules in one year (2 modules in each Semester) would do so in part-time attendance mode of study.

What you will study when

This programme is part of a modular degree scheme. A typical full-time student will take six 20 credit modules per year. An honours degree student will complete six modules at level one, six at level 2 and six at level 3.

It is possible to bring together modules from one subject with modules from another to produce a combined programme. Subjects are offered in a variety of combinations:

- Single - 120 credits at levels one, two and three
- Major - 80 credits at levels one, two and three
- Joint - 60 credits at levels one, two and three
- Minor - 40 credits at levels one, two and three

Modules are defined as:

- Core - Must be taken
- Option - Select from a range of identified modules within the field
- University wide option - Select from a wide range of modules across the University

LEVEL	TITLE	CREDITS	STATUS SINGLE	STATUS MAJOR	STATUS JOINT	STATUS MINOR
1	Music Industry Technology and Production	20	Core	Core	Option	
1	An Introduction to Popular Music Business	20	Core	Core	Core	Core
1	Skills for Tourism, Hospitality and Entertainment Management	20	Core	Core	Skills Option	
1	Introduction to the Music Industry Environment	20	Core	Core	Core	Core
1	Marketing Principles & Practice	20	Core		Option	
1	Introduction to Accounting and Finance for the Cultural Industries	20	Core		Option	
2	Option Module	20				
2	Recording Labels and Music Marketing	20	Core	Core	Core	Core
2	Researching in Business and Management	20	Core	Core	Skills Option	
2	Music Publishing	20	Core	Core	Core	
2	Financial Planning for the Cultural Industries	20	Core		Option	
2	The Live Music Industry	20	Core	Core	Option	Core
3	The Business Professional	20	Core	Core	Skills Option	
3	The Digital Music Economy	20	Core		Option	
3	Music and Artist Management	20	Core	Core	Core	Core
3	The Law and Business Affairs in the Music Industry	20	Core	Core	Option	
3	Option Module	20	Option		Option	

3	Entrepreneurship and Employability for Music Professionals	20	Option	Core	Core	Core
---	--	----	--------	------	------	------

Requirements for gaining an award

In order to gain an honours degree you will need to obtain 360 credits including:

- A minimum of 120 credits at level one or higher
- A minimum of 120 credits at level two or higher
- A minimum of 120 credits at level three or higher

In order to gain an ordinary degree you will need to obtain a minimum of 300 credits including:

- A minimum of 120 credits at level one or higher
- A minimum of 120 credits at level two or higher
- A minimum of 60 credits at level three or higher

In order to gain a Diploma of Higher Education you will need to obtain at least 240 credits including a minimum of 120 credits at level one or higher and 120 credits at level two or higher

In order to gain a Certificate of Higher Education you will need to obtain 120 credits at level one or higher.

In order to gain a Foundation Degree you will need to obtain a minimum of 240 credits including:

- A minimum of 120 credits at level one or higher
- A minimum of 120 credits at level two or higher

(A foundation degree is linked to a named Honours degree onto which a student may progress after successful completion of the Foundation degree.)

Degree Classification

Where a student is eligible for an Honours degree, and has gained a minimum of 240 UEL credits at level 2 or level 3 on the programme, including a minimum of 120 UEL credits at level 3, the award classification is determined by calculating:

$$\frac{\text{The arithmetic mean of the best 100 credits at level 3}}{\times 2/3} + \frac{\text{The arithmetic mean of the next best 100 credits at levels 2 and/or 3}}{\times 1/3}$$

and applying the mark obtained as a percentage, with all decimal points rounded up to the nearest whole number, to the following classification

70% - 100% First Class Honours

60% - 69% Second Class Honours, First Division

50% - 59% Second Class Honours, Second Division

40% - 49% Third Class Honours

0% - 39% Not passed

Assessment

Teaching, learning and assessment

Teaching and learning

Knowledge is developed through

- Lectures delivered by professionally successful and academically qualified tutors
- Reference to an up to date and professionally appropriate reading list
- The input of appropriate Guest Lecturers & Speakers and targeted Field Trips
- Regular one to one Tutorials between students and the Music Industry Management Academic Team

Thinking skills are developed through

- Seminars where analysis and discussion of the issues covered in Lectures are explored
- Workshops where role play and structured debate take place under direction of the Tutor
- Project work where students are enabled to explore and discover their own pathway to successfully resolving various issues or matters related to the Music Industry

Practical skills are developed through

- Project work within Modules
- The support by Academic staff of Student directed extra-curricular activities and entrepreneurial projects
- The development of Programme based SME projects which will be run and managed by the Students

Skills for life and work (general skills) are developed through

- The input of the RDBS wide 'skills' modules within the Programme
- The Personal Tutor programme that enables the Students to build a strong and supportive relationship with a Tutor
- The transferability of the fundamental skills and knowledge inherent in the Programme's area of study

Assessment

As outlined above BA (Hons) Music Industry Management degree is multi-disciplinary. Therefore it is appropriate that we use many different assessment techniques as different disciplines use different forms of assessment.

It is the policy of the Royal Docks Business School to include information on assessment criteria in Module handbooks

Therefore during your studies and dependant upon the Module you choose, you will be assessed by many different techniques which may include, either conducted either individually or in groups

- essays
- reports
- presentations, (using Powerpoint or a short video)
- preparation of a case study
- analysis of an existing case study
- time constrained tests
- open book tests
- data base searches
- critical self assessment analysis
- role play
- preparation of a portfolio
- preparation of a seminar paper
- multiple choice tests
- A final year project
- closed book examinations
- examinations based upon previously distributed case studies

As appropriate knowledge, thinking skills, practical skills and skills for like and work will be assessed as follows:

Knowledge is assessed by

- evidence of comprehensive reading in the Module being assessed
- the ability to explain, identify, describe, discuss, draw upon (as appropriate) the ideas in the Module in the context of the piece of assessment for the Module

Thinking skills are assessed by

- the ability to compare, examine, contrast, question, debate, distinguish between (as appropriate) the ideas in the Module and how they are relevant to the piece of assessment for the Module.
- the ability to develop, elaborate, redefine, propose alternatives, re-conceptualise, integrate, establish new connections between, (as appropriate) the ideas in the Module in response to the assessment for the Module
- the ability to assess, judge, appraise, criticise (as appropriate) the ideas in the Module in addressing the Module's assessment.

Practical skills are assessed by

- the ability to prepare an assignment using appropriate resources, including Information Technology, to addresses the issue or question in the assessment
- evidence of logical planning and management of time in preparing the assessment.

Skills for life and work (general skills) are assessed by

- evidence of team or group working
- the ability to work in time constrained environments
- the use of appropriate problem solving skills.

Quality

How we assure the quality of this programme

Before this programme started

Before this programme started, the following was checked:

- there would be enough qualified staff to teach the programme;
- adequate resources would be in place;
- the overall aims and objectives were appropriate;
- the content of the programme met national benchmark requirements;
- the programme met any professional/statutory body requirements;
- the proposal met other internal quality criteria covering a range of issues such as admissions policy, teaching, learning and assessment strategy and student support mechanisms.

This is done through a process of programme approval which involves consulting academic experts including some subject specialists from other institutions.

How we monitor the quality of this programme

The quality of this programme is monitored each year through evaluating:

- external examiner reports (considering quality and standards);
- statistical information (considering issues such as the pass rate);
- student feedback.

Drawing on this and other information, programme teams undertake the annual Review and Enhancement Process which is co-ordinated at School level and includes student participation. The process is monitored by the Quality and Standards Committee.

Once every six years an in-depth review of the whole field is undertaken by a panel that includes at least two external subject specialists. The panel considers documents, looks at student work, speaks to current and former students and speaks to staff before drawing its conclusions. The result is a report highlighting good practice and identifying areas where action is needed.

The role of the programme committee

This programme has a programme committee comprising all relevant teaching staff, student representatives and others who make a contribution towards the effective operation of the programme (e.g. library/technician staff). The committee has responsibilities for the quality of the programme. It provides input into the operation of the Review and Enhancement Process and proposes changes to improve quality. The programme committee plays a critical role in the quality assurance procedures.

The role of external examiners

The standard of this programme is monitored by at least one external examiner. External examiners have two primary responsibilities:

- To ensure the standard of the programme;
- To ensure that justice is done to individual students.

External examiners fulfil these responsibilities in a variety of ways including:

- Approving exam papers/assignments;
- Attending assessment boards;
- Reviewing samples of student work and moderating marks;
- Ensuring that regulations are followed;
- Providing feedback through an annual report that enables us to make improvements for the future.

Listening to the views of students

The following methods for gaining student feedback are used on this programme:

- Module evaluations at mid and end of Semester
- Student representation on programme committees (meeting at least twice a year)
- Utilising and programming informal open discussion in the classroom
- Use of a dedicated Programme owned social networking page to facilitate vibrant, quick response and open two way discussion and dissemination of information

Students are notified of the action taken through:

- circulating the minutes of the programme committee
- giving feedback to students within the classroom
- announcing developments, as appropriate, on the Programme owned 'social network' page

Listening to the views of others

The following methods are used for gaining the views of other interested parties:

- The Royal Docks Business School Advisory Board
- Informal 'Music Industry Management' programme Advisory Board made up of significant Industry professionals and practitioners

- Programme membership of various Music Industry trade bodies such as the Music Industry Manager's Forum
- Annual National Student Survey .

Further Information

Where you can find further information

Further information about this programme is available from:

- The UEL web site (<http://www.uel.ac.uk>)
- The programme handbook
- Module study guides
- UEL Manual of General Regulations and Policies <http://www.uel.ac.uk/qa/>
- UEL Quality Manual <http://www.uel.ac.uk/qa/>
- Regulations for the Academic Framework <http://www.uel.ac.uk/academicframework/>
- UEL Guide to Undergraduate Programmes <http://www.uel.ac.uk/courses/index.htm>
- Admissions http://www.uel.ac.uk/courses/how_to_apply/index.htm
- <http://www.uel.ac.uk/elbs/>
- Equal Opportunities <http://www.uel.ac.uk/equality/index.htm>