

School of Creative Arts

Title of Programme: Music Industry Management

Programme Code: CTMIM

## Programme Specification

This programme specification is relevant to students entering:  
01 September 2021

Associate Dean of School (Academic Quality Assurance):  
Barbara Brownie



Signature

Date 24 March 2021

A programme specification is a collection of key information about a programme of study (or course). It identifies the aims and learning outcomes of the programme, lists the modules that make up each stage (or year) of the programme, and the teaching, learning and assessment methods used by teaching staff. It also describes the structure of the programme, its progression requirements and any programme-specific regulations. This information is therefore useful to potential students to help them choose the right programme of study, to current students on the programme, and to staff teaching and administering the programme.

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### Summary of amendments to the programme:

Section	Amendment

If you have any queries regarding the changes please email [AQO@herts.ac.uk](mailto:AQO@herts.ac.uk)

# Programme Specification Music Industry Management

This programme specification (PS) is designed for prospective students, enrolled students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content for each module can be found in Definitive Module Documents (DMDs) and Module Guides.

## Section 1

<b>Awarding Institution/Body</b>	University of Hertfordshire
<b>Teaching Institution</b>	University of Hertfordshire
<b>University/partner campuses</b>	College Lane Campus
<b>Programme accredited by</b>	Not applicable
<b>Final Qualification</b>	BA Hons
<b>All Final Award titles (Qualification and Subject)</b>	Music Industry Management / (Sandwich) / with a Year Abroad / (Sandwich) with a Year Abroad / with Study Abroad / with Employment Experience / with Study Abroad and with Employment Experience
<b>FHEQ level of award</b>	6
<b>UCAS code(s)</b>	WN32
<b>Language of Delivery</b>	English

### A. Programme Rationale

This programme investigates the multi-faceted nature of the music industry, drawing together in an innovative environment the disciplines of Music, Law and Business Studies.

The Programme explores core music management theory and practices; and uses popular and commercial music case studies to illustrate and analyse management theory.

The student as creative entrepreneur is placed at the centre of these investigations, empowered to explore and engage in a wide spectrum of current music and entertainment industry issues and practices in the 21st century.

The nurturing of informed entrepreneurship is central to the philosophy of the programme, whereby intuitive abilities are extended by a range of knowledge, analytical skills and self-appraisal. The creative entrepreneur is at one moment exploring marketing and public relations, at the next digital music technologies; at one moment legal issues in the digital age and at the next contemporary business management and consultancy.

Curriculum design stresses wherever possible the interconnectivity of these pursuits and disciplines, so that knowledge, understanding and skills are developed and progressed within a holistic, interactive and stimulating environment.

### B. Educational Aims of the Programme

The programme has been devised in accordance with the University's graduate attributes of programmes of study as set out in [UPR TL03](#).

**Additionally this programme aims to:**

- provide the student with a high quality education in contemporary music and entertainment related business practice;
- place the student in an informed position that enhances his/her prospects of professional employment;
- enable the student to acquire specialist and sought knowledge, understanding, skills and the confidence to be able to communicate effectively and to progress within a broad range of modern industry areas;
- develop the students' transferable, interpersonal and entrepreneurial skills;
- present the student a stimulating and empowering learning platform through consolidation of multiple disciplines.

## C. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced to the QAA benchmark statements for Music [M]; Communication, Media, Film and Cultural Studies [CMFCS]; Law [L] and General Business and Management [GBM] and the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014) and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2016) have been used as a guiding framework for curriculum design.

Knowledge and Understanding	Teaching and learning methods	Assessment strategy
A1- Markets: the development, access and operation of markets for resources, goods and services in the Music Industry	Acquisition of knowledge and understanding is through lectures, tutorials, lectorials, discussions, guest speakers and assessments at levels 4 and 5 and additionally through case studies and live projects at levels 5 and 6.	Knowledge and understanding are assessed through combination of assessed in-course assignments.
A2- Marketing, sales and customers: different approaches for segmentation, targeting, positioning generating sales and the need for innovation in product and service design, management of customer expectations, relationships and development of service excellence in the Music Industry	Throughout, the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.	Assessment of intended knowledge and understanding outcomes will be in the form of evaluative reports, essays, business plans, in-class tests and student presentations.
A3- Finance: the sources, uses and management of finance and the use of accounting and other information systems for planning, control, decision making and managing financial risk in the Music Industry		

A4- People: leadership, management and development of people and organisations in the Music Industry		
A5- Organisational behaviour: design, development of organisations, including cross-cultural issues, change, diversity and values in the Music Industry		
A6- Communications: the comprehension and use of relevant communications for application in business and management, including the use of digital tools in the Music Industry		
A7- Digital business: the development of strategic priorities to deliver business at speed in an environment where digital technology has reshaped traditional revenue and business models in the Music Industry		
A8- Business innovation and enterprise development: taking innovative business ideas to create new products, services or organisations including the identification of Intellectual Property and appreciation of its value in the Music Industry		
Intellectual skills	Teaching and learning methods	Assessment strategy
B1- Problem solving and critical analysis: analysing facts and circumstances to determine the cause of a problem and identifying and selecting appropriate solutions.	Intellectual skills are developed through lectures, tutorials, lectorials, discussions, guest speakers and assessments at levels 4 and 5 and additionally through case studies and live projects at levels 5 and 6.	Intellectual skills are assessed through a combination of assessed in-course assignments.  Assessment of intended intellectual skills will be in the form of evaluative reports, essays, business plans, in-class tests and student presentations.
B2- Research: the ability to analyse and evaluate a range of business data,	Throughout, the learner is encouraged to undertake independent study both to	

sources of information and appropriate methodologies, which includes the need for strong digital literacy and to use that research for evidence-based decision-making.	supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.	
B3- Commercial acumen: based on an awareness of the key drivers for business success, causes of failure and the importance of providing customer satisfaction and building customer loyalty.		
B4- Innovation, creativity and enterprise: the ability to act entrepreneurially to generate, develop and communicate ideas, manage and exploit intellectual property, gain support and deliver successful outcomes.		
B5- Numeracy: the use of quantitative skills to manipulate data, evaluate, estimate and model business problems, functions and phenomena.		
B6- Networking: an awareness of the interpersonal skills of effective listening, negotiating, persuasion and presentation and their use in generating business contacts.		
B7- Ability to work collaboratively both internally and with external customers and an awareness of mutual interdependence.		
Practical skills	Teaching and learning methods	Assessment strategy
C1- Articulate and effectively explain information.	Practical skills are developed throughout the programme and further emphasised in lectures, case studies and tutorials	Practical skills are assessed through reports, essays and business plans, presentations and the

C2- Build and maintain relationships.	provided by teachers and guest speakers. Particular focus will be placed upon monitoring the students' ability and attitude towards coursework timeframes, submissions and deadlines presented to them.	submission or presentation of artefacts to illustrate particular issues or demonstrate particular skills.
C3- Communication and listening including the ability to produce clear, structured business communications in a variety of media.	Throughout, the learner is expected to consolidate their development of practical computing skills by use of personal computers and typical IT skills and software employed throughout business and academic environments.	
C4- Emotional intelligence and empathy.		
C5- Conceptual and critical thinking, analysis, synthesis and evaluation.		
C6- Self-management: a readiness to accept responsibility and flexibility, to be resilient, self-starting and appropriately assertive, to plan, organise and manage time.		
C7- Self-reflection: self-analysis and an awareness/sensitivity to diversity in terms of people and cultures.		
Transferable skills	Teaching and learning methods	Assessment strategy
D1- produce work to a given brief including length, format and deadline with appropriate referencing of sources and ideas;	Transferable skills are developed throughout the programme by regular feedback, which includes evaluation of students' powers of expression, communication and presentation (style, structure, mechanics etc.).	Transferable skills are assessed both implicitly and explicitly through generic feedback pro forma, forming an integral part of the assessment process.
D2- produce self-directed work of quality from an informed perspective demonstrating imagination and critical self-awareness;	Throughout, the learner is encouraged to develop transferable skills by maintaining a record of evidence and completing a personal development plan.	For all business / marketing plans (Level 4 and 5) – the whole group will be given the same mark. As developing the concept and planning is an integrated process, it would be unfair to penalise those allocated later sections of the plan (e.g. finances) if their peers have not completed the earlier parts of the plan (e.g. pricing in marketing).
D3- demonstrate intellectual and technical curiosity and creativity		
D4- work effectively in a team, employing for example - negotiation, effective listening, leadership, influencing or decision-making skills		For all presentations and reports (Level 5 and 6) - the individual mark will be worth

D5- manage time and resources efficiently within supervised or self-directed projects through cogent planning and organisation

D6- research, consider and express ideas and information effectively in written, oral or in other forms, using a range of media which are widely used in business and academic environments.

70% of the assessment grade with 30% allocated as a group mark to consider fluency of report including appropriate signposting.

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## D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered in full time (3 years), sandwich or with a year abroad (4 years), study abroad and with Employment Experience (4 years), sandwich and a year abroad (5 years), and part time (6 years) modes and leads to the following awards:

BA Degree with Honours in Music Industry Management  
BA Degree with Honours in Music Industry Management (Sandwich)  
BA Degree with Honours in Music Industry Management with a Year Abroad.  
BA Degree with Honours in (Sandwich) Music Industry Management with a Year Abroad  
BA Degree with Honours in Music Industry Management with Study Abroad  
BA Degree with Honours in Music Industry Management with Employment Experience  
BA Degree with Honours in Music Industry Management with Study Abroad and with Employment Experience

The normal full-time rate of study at each level (4, 5 and 6) is 120 credits. In line with other music programme provision and to allow for flexible, personal and tailored structures to be put into place, there is no pre-defined part-time modular structure. However, a consultation session with the Programme Leader must be offered to a student opting for part-time study before agreeing part-time study and structure. Requests from students wishing to switch between modes of study prior to commencing the subsequent academic year must be made in writing and are permitted following consultation.

Entry is normally at level 4 with A-level or equivalent qualifications as detailed in section G, but is possible at subsequent levels subject to appropriate qualifications and experience. Intake is normally Semester A (September).

### Professional and Statutory Regulatory Bodies

No accreditation.

### Work-Based Learning (including Sandwich and Employment Experience) and Study Abroad (including Year Abroad) Programmes

Students wishing to study abroad at a host institution in another country, or to complete a work placement during their studies, may choose to undertake one of the following:

- Year Abroad (1 year)
- Study Abroad (1 semester)
- Sandwich (1 year)
- Employment experience (1 semester)



Students normally progress to the next level of study in the academic year following any of the above.

A designated Year Abroad programme leads to a University award in Study Abroad mode and the words "with a year abroad" appear on the award certificate. The Year Abroad will provide students with the opportunity to expand, develop and apply the knowledge and skills gained at the start of their course in the School of Creative Arts (UH), within a different organisational and cultural environment in a partner academic institution. The host institution will appoint a Programme Co-ordinator who will oversee the student's programme during the Year Abroad and will liaise with the appointed UH Supervisor.

Students undertaking a full Year Abroad may undertake a period of study at an approved partner institution as an additional year either between Levels 4 and 5 (students must have passed 120 credits) or between Levels 5 and 6 (students must have passed 240 credits).

Alternatively, in exceptional cases where the curriculum provided at an approved franchise partner is aligned with that of their home programme and where this has been formally agreed by the Programme Leader, students may undertake this study period in place of Level 5 (Year 2) at the School of Creative Arts (UH). In this case, successful students will receive credit for 120 credits at Level 5 and their final degree classification will be calculated in line with those for a direct Level 6 entrant (i.e. Level 5 achievement/grades will not be taken in to account).

Students may opt to do a single semester of study abroad on a designated Study Abroad programme leading to a University award with the words "with Study Abroad" included on the award certificate. Students choosing to study abroad for a single semester will be registered on the Study Abroad (Creative Arts) module (6CTA1166).

Single-semester Study Abroad may only take place between Level 5 and Level 6, and not in lieu of and level 5 module. Students enrolled on Study Abroad will not be permitted to progress to Level 6 until the following academic year. Students may undertake any previously deferred or referred single-semester modules during the academic year of their study abroad, but not during the same semester as Study Abroad.

A designated Sandwich programme leads to a University award in the sandwich mode, with the word "(Sandwich)" appearing on the final award certificate. In order for the programme to lead to an award in the sandwich mode, the student must undertake a period of approved work experience of not less than 36 weeks full-time equivalent with no possibility of exemption, usually between the end of Year 2 and the beginning of Year 4. This will usually be completed within the United Kingdom but, with prior approval, may be completed within other countries. Progress of the student's training and development is monitored through visits from University academic staff and/or through reports from the student. Students will be required to document this period of work in accordance with the guidelines produced by the School. Students on the Sandwich programme will be registered on the Sandwich Year Module (6CTA1008).

Students who have not achieved the minimum progression requirements at the end of Level 5 may be prevented from undertaking a sandwich placement. Students who are on the sandwich programme but have a 'Failed' grade in any Level 4 or Level 5 module will not normally be allowed to register to repeat this module until they return from placement.

Students undertaking a shorter period of work experience may be eligible for an award with Employment Experience. A designated Employment Experience programme leads to a University award with the words "with Employment Experience" appearing on the final award certificate. In order for the Employment Experience award to be achieved, the student must undertake a period of approved work experience of at least 12 weeks full-time equivalent from a maximum of two separate approved placements, neither of which



shall usually be less than 4 weeks in duration. Students on the Employment Experience programme will be registered on the Employment Experience (Creative Arts) module (6CTA1165).

Employment Experience may only take place between Level 5 and Level 6. And not in lieu of any Level 5 module. Students enrolled on Employment Experience will not be permitted to progress to Level 6 until the following academic year. Students may undertake any previously deferred or referred modules during the academic year of their employment, but not during the same semester as their Employment Experience.

Students may choose to combine study abroad and work experience awards, either by completing a full Year Abroad followed by a Sandwich, over 2 years, leading to the award of “(Sandwich) with a Year Abroad”, or by completing Study Abroad and Employment Experience within a single year, leading to an award “with Study Abroad and with Employment Experience”.

### Incoming CATS International Students

With prior agreement from the School's CATS Tutor and Programme Leader, incoming International students on the CATS scheme may participate in this Programme by undertaking modules and gaining the associated credit, typically at Level 5. Additionally, the following four modules are available to those students seeking credit for their work submitted within a single-semester timeframe, whilst studying alongside UH/Home students registered on two-semester modules:

5CTA1205 Music Studies A (15 credits)  
5CTA1206 Music Studies B (15 credits)  
5CTA1207 Music Studies C (15 credits)  
5CTA1208 Music Studies D (15 credits)

In such cases, an Approved Study Pattern for single-semester study will be determined at the commencement of the study period. The Study Pattern should clearly specify the format/quantity/weighting of assessments that are to be submitted at the conclusion of the study period – please see the relevant DMDs for more information.

NOTE: Visiting students wishing to study for a single semester in the School of Creative Arts may participate in the Level 5 activities within a single Programme only during the required semester.

### Programme Structure

The programme structure and progression information below (Table 1a and 1b) is provided for the Honours award. Any interim awards are identified in Table 1b. The Programme Learning Outcomes detailed above are developed and assessed through the constituent modules. Table 2 identifies where each learning outcome is assessed.

#### Table 1a Outline Programme Structure

**Mode of study** Full time; part time; sandwich; year abroad; study abroad; employment experience

**Entry point** Semester A

#### Level 4

Students studying the first year with Hertfordshire International College (HIC) will be enrolled on HIC modules but are taught alongside University of Hertfordshire Level 4 students.

### Compulsory Modules

#### Module Title

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Music Industry Framework <b>or</b>	4CTA1251	30	English	0	100	0	AB
Music Industry Framework - HIC	4CTA1259	30	English	0	100	0	AB
Marketing for the Music Business <b>or</b>	4CTA1196	30	English	0	100	0	AB
Marketing for the Music Business - HIC	4CTA1197	30	English	0	100	0	AB
The Business of Music <b>or</b>	4CTA1243	30	English	0	100	0	AB
The Business of Music - HIC	4CTA1260	30	English	0	100	0	AB
The Live Music Sector <b>or</b>	4CTA1241	30	English	0	100	0	AB
The Live Music Sector - HIC	4CTA1261	30	English	0	100	0	AB

### OPTIONAL - Year 2 - Year Abroad

Students may elect to take a year abroad, as optional experience:

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Year Abroad	5CTA0001	0	English	0	100	0	AB

In order to achieve the 'with a Year Abroad' Award students must complete Module 5CTA0001 between levels 4 and 5 of their study. Please note: this is a representative module and it is understood that actual activity may fall outside these dates.

### Level 5

	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Understanding Music Organisations	5CTA1224	30	English	0	100	0	AB
The Digital Environment	5CTA1223	30	English	0	100	0	AB
Popular Music : History, Context and Impact	5CTA1222	30	English	0	100	0	AB
Independent Project	5CTA1221	30	English	0	100	0	AB

### OPTIONAL - Year 3 - Sandwich Year, Year Abroad, Study Abroad or Employment Experience

Students may elect to take a sandwich placement year, a year abroad, single semester study abroad or single semester Employment Experience within a single year as optional experience.

#### Sandwich Year

Optional Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Sandwich Year (Creative Arts)	6CTA1008	0	English	0	100	0	AB

In order to achieve the Sandwich Award students must complete module 6CTA1008 between levels 5 and 6 of their study. Please note: this is a representative module and it is understood that actual activity may fall outside these dates.

#### Year Abroad

Optional Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Year Abroad (Creative Arts)	6CTA0001	0	English	0	100	0	AB

In order to achieve the 'with a Year Abroad' award students must complete Module 6CTA0001 between levels 5 and 6 of their study. Please note: this is a representative module and it is understood that actual activity may fall outside these dates.

#### Study Abroad

Optional Modules Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Study Abroad (Creative Arts)	6CTA1166	0	English	0	100	0	A, B

In order to achieve the 'with Study Abroad' award students must complete Module 6CTA1166 between levels 5 and 6 of their study. Please note: this is a representative module and it is understood that actual activity may fall outside these dates.

## Employment Experience

### Optional Modules

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Employment Experience (Creative Arts)	6CTA1165	0	English	0	100	0	A, B

In order to achieve the 'with Employment Experience' award students must complete Module 6CTA1165 between levels 5 and 6 of their study. Please note: this is a representative module and it is understood that actual activity may fall outside these dates.

## Level 6 (Year 3 Full Time, Year 4 Sandwich)

### Compulsory Modules

Module Title	Module Code	Credit Points	Language of Delivery	% Examination	% Coursework	% Practical	Semesters
Consultancy in the Music Industry	6CTA1128	30	English	0	100	0	AB
The Global Music Market Place	6CTA1127	30	English	0	100	0	AB
Entrepreneurship in the Music Industry	6CTA1092	30	English	0	100	0	AB
The Future of Music	6CTA1126	30	English	0	100	0	AB

Progression to levels 5 and 6 requires a minimum of 90 and 210 credits respectively and passes in all compulsory modules.

The award of an honours degree requires 360 credit points passed with a minimum of at least 120 at level 6 including the final degree project appropriate to the award title.

Table1b (below) details the minimum requirements for all awards.

**FULL TIME MODE (3 years)**

<b>LEVEL 4</b>	<b>Semester A</b>	<b>Semester B</b>
	<b>Music Industry Framework</b> 4CTA1251 / 4CTA1259 (HIC) - 30 credits	
	<b>The Business of Music</b> 4CTA1243 / 4CTA1260 (HIC) - 30 credits	
	<b>The Live Music Sector</b> 4CTA1241 / 4CTA1261 (HIC) - 30 credits	
	<b>Marketing for the Music Business</b> 4CTA1196 / 4CTA1197 (HIC) - 30 credits	
<b>LEVEL 5</b>	<b>Semester A</b>	<b>Semester B</b>
	<b>Understanding Music Organisations</b> 5CTA1224 - 30 credits	
	<b>The Digital Environment</b> 5CTA1223 - 30 credits	
	<b>Popular Music : History, Context and Impact</b> 5CTA1222 - 30 credits	
	<b>Independent Project</b> 5CTA1221 - 30 credits	
<b>LEVEL 6</b>	<b>Semester A</b>	<b>Semester B</b>
	<b>Consultancy in the Music Industry</b> 6CTA1128 - 30 credits	
	<b>Entrepreneurship in the Music Industry</b> 6CTA1092 - 30 credits	
	<b>The Global Music Market Place</b> 6CTA1127 - 30 credits	
	<b>The Future of Music</b> 6CTA1126 - 30 credits	

## INDICATIVE PART TIME STUDY ROUTE (6 years)

YEAR 1	
Semester A	Semester B
<b>Music Industry Framework</b> 4CTA1251 - 30 credits	
<b>The Business of Music</b> 4CTA1243 - 30 credits	
YEAR 2	
Semester A	Semester B
<b>The Live Music Sector</b> 4CTA1241 - 30 credits	
<b>Marketing for the Music Business</b> 4CTA1196 - 30 credits	
YEAR 3	
Semester A	Semester B
<b>Understanding Music Organisations</b> 5CTA1224 - 30 credits	
<b>Popular Music: History, Context and Impact</b> 5CTA1222 - 30 credits	
YEAR 4	
Semester A	Semester B
<b>The Digital Environment</b> 5CTA1223 - 30 credits	
<b>Independent Project</b> 5CTA1221 - 30 credits	
YEAR 5	
Semester A	Semester B
<b>Entrepreneurship in the Music Industry</b> 6CTA1092 - 30 credits	
<b>The Global Music Market Place</b> 6CTA1127 - 30 credits	
YEAR 6	
Semester A	Semester B
<b>Consultancy in the Music Industry</b> 6CTA1128 - 30 credits	
<b>The Future of Music</b> 6CTA1126 - 30 credits	

### Honours classification

The University has approved structure and assessment regulations common to all programmes. Full details are provided in [UPR AS14](#), Section D.

**Table 1b Final and interim awards available**

The programme provides the following final and interim awards:

Final Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
BA (Hons)	Music Industry Management Music Industry Management (Sandwich) Music Industry Management with a Year Abroad (Sandwich) Music Industry Management with a Year Abroad Music Industry Management with Study Abroad Music Industry Management with Employment Experience Music Industry Management with Study Abroad and with Employment Experience	360 credit points including 240 at level 6/5 of which 120 must be at level 6	6	All programme learning outcomes (see Table 2)

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
University Certificate		45 credit points at level 4	4	See UPR AS11, section 13: <a href="http://sitem.herts.ac.uk/secreg/upr/AS11.htm">http://sitem.herts.ac.uk/secreg/upr/AS11.htm</a>
Certificate of Higher Education		120 credit points at level 4	4, 5	See UPR AS11, section 13: <a href="http://sitem.herts.ac.uk/secreg/upr/AS11.htm">http://sitem.herts.ac.uk/secreg/upr/AS11.htm</a>
Diploma of Higher Education	Music Industry Management	240 credit points including at least 120 at level 5	5, 6	A1, A2, A3, A4, A5 B1, B2, B3, B4, B5 C1, C2, C3, C4 D1, D2, D4, D6
BA	Music Industry Management Music Industry Management (Sandwich) Music Industry Management with a Year Abroad (Sandwich) Music Industry Management with a Year Abroad Music Industry Management with Study Abroad Music Industry Management with Employment Experience Music Industry Management with Study Abroad and with Employment Experience	300 credit points including 180 at level 6/5 of which 60 must be at level 6	6	All programme learning outcomes (see Table 2)



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## Programme-specific assessment regulations

The programme complies with the University's academic regulations (in particular, [UPR AS11](#), [UPR AS12/UPR AS13](#) and [UPR AS14](#)) with the exception of those listed below, which have been approved by the University:

Further points of clarification and interpretation relevant to this specific programme are given below:

- Students are expected to commit to all elements of their programme of study, be punctual in their attendance and meet deadlines. Persistent, unexplained absence or late arrival / departure from lectures, seminars and practicals is not acceptable. Attendance requirements will normally be highlighted within the relevant DMD (Definitive Module Document) or other assessment documentation (module guide or assignment brief). Lack of attendance may inhibit the student's ability to meet the learning outcomes of such modules leading to reduced or fail grades through poor performance.

The Programme Tutor is responsible for ensuring there remains a consistent approach towards assessment within this jointly delivered programme (including - load, balance and potential overlap). Formal academic representation from each subject area (Music, Business and Law) will be required regularly to convene (c. three occasions per academic year) along with student representatives from each level of study to monitor all aspects of the Programme management, including parity in assessment.

Programme design and development is informed by an advisory panel which includes executive members of the Music Industry. Publishing, Acoustics, Broadcasting, Arts Council and Film Music industry are represented on the panel and contribute to the development of all music related subjects within the School. The Panel meets twice a year and members are free to visit the School at any time.

The programme operates a University-wide policy for treatment of serious adverse circumstances and students receive details in the Student Handbook.

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## Other information relevant to the programme

- **Copyright:** Students retain the Intellectual Property Rights, including copyright, in their films, images and other artefacts. Unless specifically notified by the student, the student grants the University the right to use any of their material for non-commercial academic use including the promotion of the Programme, School of Creative Arts and the University. The student may withdraw this consent at any time by contacting their programme leader.

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## E. Management of Programme & Support for student learning.

### Management

The programme is managed and administered through:

- Dean of School.
- Associate Dean of School (AQA) who has delegated responsibility for programmes in the School of Creative Arts.
- Academic Subject Group Leader with an overview of the programme.
- A Programme Leader who is responsible for the day to day management and who can advise students on the programme as a whole.
- Module Tutors who are responsible for individual modules.
- A School Admissions Tutor with specific responsibility for open days and selection.
- A programme committee, the membership of which includes the programme administrator, academic group leader, programme leader, all teaching staff, student representatives, a technical officer and the Information Hertfordshire Manager.

## Support

Students are supported by:

- The Creative Arts Toolkit <http://catoolkit.herts.ac.uk>
- Orientation for overseas students.
- An induction at the beginning of each new academic session.
- Academic Subject Group Leader to oversee and advise on programme related issues.
- Programme Leader/Year Tutor to help students understand the course/programme structure.
- Tutors to provide academic and pastoral support.
- Staff surgery hours.
- Technical Officer support.
- Student representatives on Programme Committees.
- On-site shop for materials; Loan Stores for camera and other equipment.
- Academic English support.
- International Students support.
- StudyNet, a versatile on-line inter-active intranet and learning environment.
- Guided student-centred learning on StudyNet module sites.
- Attractive modern study environments in two Learning Resources Centres.
- Access to extensive digital and print collections of information resources.
- A substantial Student Centre, providing advice on issues such as finance, University regulations, legal matters, accommodation, international student support, etc.
- Office of Dean of students, incorporating Chaplaincy, Counselling and Nursery.
- Medical Centre and Pharmacy.
- University Disability Advisors.
- An Equal Opportunities Officer.
- The Careers, Employment and Enterprise service for all current students and graduates.
- The Students' Union.

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## F. Other sources of information

In addition to this Programme Specification, the University publishes guidance to registered students on the programme and its constituent modules:

- A Programme (or Student) Handbook;
- A Definitive Module Document (DMD) for each constituent module;
- A VLE site for each constituent module.

The [Ask Herts](#) website provides information on a wide range of resources and services available at the University of Hertfordshire including academic support, accommodation, fees, funding, visas, wellbeing services and student societies.

As a condition of registration, all students of the University of Hertfordshire are required to comply with the University's rules, regulations and procedures. These are published in a series of documents called 'University Policies and Regulations' (UPRs). The University requires that all students consult these documents which are available on-line, on the UPR web site, at: <http://www.herts.ac.uk/secreg/upr/>. In particular, [UPR SA07](#) 'Regulations and Advice for Students' Particular Attention - Index' provides information on the UPRs that contain the academic regulations of particular relevance for undergraduate and taught postgraduate students.

In accordance with section 4(5) of the Higher Education and Research Act 2017 (HERA), the UK Office for Students (OfS) has registered the University of Hertfordshire in the register of English higher education providers. The Register can be viewed at: <https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/>. Furthermore, the OfS has judged that the University of Hertfordshire delivers consistently outstanding teaching, learning and outcomes for its students. It is of the highest quality found in the UK. Consequently, the University received a Gold award in the 2018 Teaching Excellence and Student Outcomes (TEF) exercise. This award was made in June 2018 and is valid for up to 3 years. The TEF

panel's report and conclusions can be accessed at: <https://www.officeforstudents.org.uk/advice-and-guidance/teaching/tef-outcomes/#!/provider/10007147>

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## G. Entry requirements

For current entry tariff point requirements, please refer to the relevant page for the Course on the University website or on the online prospectus.

### **Non-standard Applicants / Direct Applicants into Years 2 or 3**

If you have prior higher education or equivalent work experience, it may be possible for this to be taken into account, to enable advanced entry to your chosen programme. For example, if you have a Foundation Degree/HND in an appropriate subject and are aiming to achieve an honours degree, you may be considered for exemption from Level 4 and/or Level 5 studies (the equivalent of the first and second year of a full-time degree). You may also be awarded credit for relevant prior learning such as previous courses studied (APCL) or your industrial, professional or other experience (APEL).

### **English Language**

All international students are required to demonstrate suitable levels of English language competence. This can be through previous study in English, but we often require specific performance in English tests. All undergraduates must be able to prove a minimum of IELTS 6.0, TOEFL 213 or equivalent.

The programme is subject to the University's Principles, Policies and Regulations for the Admission of Students to Undergraduate and Taught Postgraduate Programmes (in [UPR SA03](#)), along with associated procedures. These will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL).

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If you would like this information in an alternative format please contact:

Hutton Hub Student Administration Service

Email: [hhaq@herts.ac.uk](mailto:hhaq@herts.ac.uk)

If you wish to receive a copy of the latest Programme Annual Monitoring and Evaluation Report (AMER) and/or the External Examiner's Report for the programme, please email a request to [aqo@herts.ac.uk](mailto:aqo@herts.ac.uk)

## BA (Hons) Music Industry Management

**Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules**

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

			Programme Learning Outcomes (as identified in Section 1 and the following pages)																												
			Knowledge and Understanding									Intellectual Skills							Practical Skills							Transferable Skills					
			A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	C1	C2	C3	C4	C5	C6	C7	D1	D2	D2	D4	D5	D6	
Level 4	Module Title	Module Code																													
	Music Industry Framework	4CTA1251	X			X	X		X			X				X		X			X	X			X				X	X	
	The Business of Music	4CTA1243	X		X	X	X		X	X	X	X	X	X	X	X		X				X			X	X	X		X	X	
	The Live Music Sector	4CTA1241	X	X	X			X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Marketing for the Music Business	4CTA1196	X	X	X			X	X	X	X	X	X	X			X	X		X	X	X	X	X	X	X	X	X	X	X	
Level 5	Year Abroad	5CTA0001																													
	Understanding Music Organisations	5CTA1224	X			X	X		X	X	X	X	X	X	X	X	X	X		X		X	X		X	X	X	X	X	X	
	The Digital Environment	5CTA1223	X	X	X			X	X	X	X	X	X					X		X		X	X		X	X	X	X	X	X	
	Popular Music: History, Context and Impact	5CTA1222	X	X				X		X	X		X				X	X		X	X	X	X	X	X	X	X		X	X	
	Independent Project	5CTA1221	X	X	X			X		X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	
Level 6	Year Abroad (Creative Arts)	6CTA0001	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Sandwich Year (Creative Arts)	6CTA1008	X			X	X						X				X			X			X	X				X			
	Employment Experience (Creative Arts)	6CTA1165	X			X	X						X				X			X			X	X				X			
	Study Abroad (Creative Arts)	6CTA1166	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Consultancy in the Music Industry	6CTA1128	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	
	Entrepreneurship in the Music Industry	6CTA1092	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X		X	X	
	The Global Music Market Place	6CTA1127	X				X	X	X	X	X	X	X				X	X		X		X	X		X				X	X	
	The Future of Music	6CTA1126	X			X	X		X	X	X	X	X	X		X	X	X	X	X	X	X	X		X	X		X	X	X	

**Key:** Learning Outcome which is assessed as part of the module



## KEY TO PROGRAMME LEARNING OUTCOMES

### Knowledge and Understanding

- A1. Markets: the development, access and operation of markets for resources, goods and services in the Music Industry.
- A2. Marketing, sales and customers: different approaches for segmentation, targeting, positioning generating sales and the need for innovation in product and service design, management of customer expectations, relationships and development of service excellence in the Music Industry.
- A3. Finance: the sources, uses and management of finance and the use of accounting and other information systems for planning, control, decision making and managing financial risk in the Music Industry.
- A4. People: leadership, management and development of people and organisations in the Music Industry.
- A5. Organisational behaviour: design, development of organisations, including cross-cultural issues, change, diversity and values in the Music Industry.
- A6. Communications: the comprehension and use of relevant communications for application in business and management, including the use of digital tools in the Music Industry.
- A7. Digital business: the development of strategic priorities to deliver business at speed in an environment where digital technology has reshaped traditional revenue and business models in the Music Industry.
- A8. Business innovation and enterprise development: taking innovative business ideas to create new products, services or organisations including the identification of Intellectual Property and appreciation of its value in the Music Industry.

### Practical Skills

- B1. Problem solving and critical analysis: analysing facts and circumstances to determine the cause of a problem and identifying and selecting appropriate solutions.
- B2. Research: the ability to analyse and evaluate a range of business data, sources of information and appropriate methodologies, which includes the need for strong digital literacy and to use that research for evidence-based decision-making.
- B3. Commercial acumen: based on an awareness of the key drivers for business success, causes of failure and the importance of providing customer satisfaction and building customer loyalty.
- B4. Innovation, creativity and enterprise: the ability to act entrepreneurially to generate, develop and communicate ideas, manage and exploit intellectual property, gain support and deliver successful outcomes.
- B5. Numeracy: the use of quantitative skills to manipulate data, evaluate, estimate and model business problems, functions and phenomena.
- B6. Networking: an awareness of the interpersonal skills of effective listening.
- B7. Ability to work collaboratively both internally and with external customers and an awareness of mutual interdependence.

## KEY TO PROGRAMME LEARNING OUTCOMES

### Intellectual Skills

- C1. Articulate and effectively explain information.
- C2. Build and maintain relationships.
- C3. Communication and listening including the ability to produce clear, structured business communications in a variety of media.
- C4. Emotional intelligence and empathy.
- C5. Conceptual and critical thinking, analysis, synthesis and evaluation.
- C6. Self-management: a readiness to accept responsibility and flexibility, to be resilient, self-starting and appropriately assertive, to plan, organise and manage time.
- C7. Self reflection: self-analysis and an awareness/sensitivity to diversity in terms of people and cultures.

### Transferable Skills

- D1. produce work to a given brief including length, format and deadline with appropriate referencing of sources and ideas.
- D2. produce self-directed work of quality from an informed perspective demonstrating imagination and critical self-awareness.
- D3. demonstrate intellectual and technical curiosity and creativity.
- D4. work effectively in a team, employing for example - negotiation, effective listening, leadership, influencing or decision-making skills.
- D5. manage time and resources efficiently within supervised or self-directed projects through cogent planning and organisation.
- D6. research, consider and express ideas and information effectively in written, oral or in other forms, using a range of media which are widely used in business and academic environments.



## Section 2

### Programme management

**Relevant QAA subject benchmarking statements**  
**Type of programme**  
**Date of validation/last periodic review**  
**Date of production/ last revision of PS**  
**Relevant to level/cohort**  
**Administrative School**

Music; Communication, Media, Film and Cultural Studies; Law and General Business and Management  
Undergraduate  
October 17  
April 21/ March 20  
Level 4 entering September 2021  
School of Creative Arts

Table 3 Course structure

Course details		
Course code	Course description	HECOS
CTMIM	BA (Hons) Music Industry Management	100643 (50%) ; 100079 (50%)