Programme Specification

UNIVERSITY OF WESTMINSTER⊞

Course record information

Name and level of final award	• Master of Arts - Music Business Management The award is Bologna FQ-EHEA second cycle degree or diploma compatible
Name and level of intermediate awards	• Postgraduate Diploma (Pg Dip) - Music Business Management • Postgraduate Certificate (Pg Cert) - Music Business Management
Awarding body/institution	University of Westminster
Teaching institution	University of Westminster
Status of awarding body/institution	Recognised Body
Location of delivery	Primary: Harrow Secondary/Tertiary Locations: Cavendish
Language of delivery and assessment	English
QAA subject benchmarking group(s)	[Master's degrees in Business and Management](#)
Professional statutory or regulatory body	N/A
Westminster course title, mode of attendance and standard length	• MA Music Business Management FT, Full-time, September start - 1 year standard length • MA Music Business Management PT, Part-time evening only, September start - 2 years standard length
Valid for cohorts	From 2024/5

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

Aims of the programme

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 university's 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 MA Music Business Management is an exciting and challenging course reflecting the dynamism, creativity, and inventiveness of the global popular music sector. This course aims to develop the next generation of creative, and critically agile music professionals. 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 flourish.

The course is designed to reflect the interdisciplinary collaborative and entrepreneurial nature of music sector working practices. We examine the music environment using a transdisciplinary approach that includes business, cultural, economic, and sociological theories that cover the creative and cultural industries and we offer flexibility to choose between the informal pathways specialising in artist management, business management and live music management.

The music industries are known to be highly networked, hyper-competitive and fast-paced and since the impact of the global pandemic, Black Lives Matter and #MeToo there has been a renewed interest across the music industries in equality, diversity, inclusivity, and mental health. The MA Music Business Management is at the forefront of research initiatives in this disciplinary area, and we encourage our students to become leaders in this field, from music entrepreneurship to ethical management to social justice and sustainability in the music ecosphere.

The key aims of the course are to:

- Develop academic knowledge and a systematic critical understanding of the conceptual frameworks upon which the study of music business management is based.

- Support you to develop high-level transferable skills to enable you to operate effectively in a variety of complex work contexts, including effective communication and the ability to operate effectively in a variety of leadership and team roles.

- Support you to develop your self-confidence and ability to take responsibility for your own personal development and the skills you need to develop to support your personal and career aspirations.

- Prepare you for operating professionally in complex, diverse and multi-cultural contexts. Facilitating a systematic understanding of relevant knowledge about organisations, their external context and how they are managed.

- Support you to develop your ability to take an international perspective including understanding the impact of globalisation on businesses, societies and the environment and the ethical implications.

- Support your to develop original and creative ways in which ethical leadership in music business can enable improvements in social justice, well-being, and sustainability.

Informal Pathways

The music industry provides a variety of interesting and fulfilling career specialisms. In order to provide the subject-specific knowledge required for different career paths alongside the core foundation knowledge needed to be successful in any area of the industry we have created informal pathways across the course.

Within MA Music Business Management you will have a combination of core modules required to be taken by all students and optional modules that allow you to tailor your degree to your career needs.
These optional modules allow for specialism in:

- Artist Management

- Music Business Management

- Live Music Management

You will also be able to tailor your final major project to your career goals.

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.

The MA Music Business Management course aims to meet the needs of industry, preparing you for a diverse range of roles in artist, music business and live music management. In your career it is likely you will take the lead on the creation and execution of music related projects.

Our teaching team all have industry experience alongside their academic practice which they use to inform their approach to the course and curriculum, ensuring that it is fully relevant to the industry.
The course regularly has industry guests who provide industry invites and the opportunity for students to build a network with current industry practitioners.

Within Music Industry Structures Roles and Development students work on professional development planning, internship and work opportunities. We also discuss this during induction, tutorials, and group session.

There is an overall focus on the need for strong communication skills, creativity, flexibility, and entrepreneurship coupled with a deep knowledge of music and a demonstrable interest in current creative and cultural industry trends. In the music industry, this is articulated by the demand to be passionate about music and to be culturally open and curious. The course provides authentic case studies and live music industry briefs across all modules.

As a graduate of the MA Music Business Management, you will develop skills and knowledge that will enable you to progress in the music industry or to develop your own business ideas.

What will you be expected to achieve?

Course learning outcomes

Learning outcomes are statements on what successful students have achieved as the result of learning.

These are threshold statements of achievement the learning outcomes broadly fall into four categories:

The overall knowledge and understanding you will gain from your course (KU)

Graduate attributes are characteristics that you will have developed during the duration of your course (GA)

Professional and personal practice learning outcomes are specific skills that you will be expected to have gained on successful completion of the course (PPP)

Key transferable skills that you will be expected to have gained on successful completion of the course. (KTS)

Level 7 course learning outcomes: upon completion of Level 7 you will be able to:

- 001 Demonstrate a deep and systematic understanding of knowledge in global music industries infrastructures and can work with theoretical/research-based knowledge at the forefront of the academic discipline. (KU CS)

- 002 Demonstrate appropriate advanced problem-solving strategies, methods and techniques to investigate and evaluate key issues and challenges facing music creation, exploitation and consumption (KU PPP KTS CS)

- 003 Systematically synthesis advanced and specialist information and ideas and formulate and develop innovative proposal to address strategic issues or opportunities in the context of cultural curiosity and the global creative industries (PPP KTS)

- 004 Demonstrate advanced awareness of ethical, sustainable and professional values and codes of conduct, to

personal and strategic decisions, actions, responsibilities, outcomes and dilemmas, whilst working proactively with others to suggest and advocate appropriate solutions in complex contexts. (KU PPP KTS)

- 005 Demonstrate critical awareness of issues of social justice, and how such issues relate to global popular music policy, regulation and professional practices (KU PPP CS)

- 006 Demonstrate a systematic understanding of the interdisciplinary and interrelatedness of the creative industries and media technology in the context of local and global music industries. (KU KTS CS)

- 007 Undertake analysis of complex, incomplete or contradictory areas of knowledge communicating the outcome effectively as they relate to creative production. (PPP KTS CS)

- 008 Effectively communicate to a wide range of audiences complex creative and commercial ideas promoting wellbeing, equality, and diversity in the workplace. (PPP KTS)

- 009 Synthesise information in a manner that may be innovative, utilising knowledge or processes from the forefront of their discipline/practice. (KU PPP CS)

- 010 Demonstrate a readiness to work in teams, accept responsibility, flexibility and adaptability, to tolerate uncertainty, challenge assumptions, handle complexity, be resilient, self-starting and appropriately assertive. (KU PPP KTS SS)

How will you learn?

Learning methods

Learning and Assessment Strategy

The music industry is constantly evolving with changes in society and emerging technology. We are committed to ensuring that our students are prepared for the industry now and to influence how the industry develops in the future.

Our courses are designed to ensure students develop:

- Technical skills

- Critical skills

- Interpersonal skills

- Organisation skills

- Entrepreneurial skills

Students across all courses work as they would in industry and we use authentic assessment so that students are able to practice skills and approaches that they will use as professionals. This is supported by developing academic and research skills that will allow them to challenge and improve the industry of the future.

Learning and Assessment in MA Music Business Management

The course team takes a holistic approach to learning and teaching methods to support you in achieving the learning outcomes. We encourage your development as an independent learner while providing a challenging learning experience.

Teaching is delivered through a combination of lectures and practical workshops to help you gain the practical skills and theoretical learning required to support you to succeed in the music industry.
This is supported by building links with industry through regular industry guests and career workshops.

We use 'real world' authentic assessments, which are socially, culturally and globally relevant and consider learners' identities allowing you to build practical experience that you will use in your career. Students are encouraged to use examples from their professional careers in their assessments where relevant.

The Final Major Project is an individual project of the student's choosing which brings together theory and practice although other significant pieces of integrative work may be undertaken in other modules.

Equality and Diversity

We are proud to teach such a diverse range of students in the MA Music Business Management Course at Westminster. Students are at the core of everything we do, and we encourage everyone to draw on their own experience when approaching creative work, centring their practice at the heart of their and our communities.

Through our teaching we support our students to develop skills to contribute to a more equal and diverse society and to

improve and develop music industry practices. Within the course we discuss and interrogate themes around representation, aesthetics, and power. By studying music business management, our students are equipped with the skills and knowledge to critically engage with the music industry, and its social and cultural meanings, and to produce work that reflects diverse perspectives and experiences.

Community and Collaboration

We are actively working to decolonise our curriculum and to include diverse voices, perspectives, and histories in course materials and curricula. We listen to our students and support them in all aspects of the programme to develop their own creative practice and shape their individual journey through the course. Students come to Westminster from many different and varied backgrounds, and this rich cultural heritage enables an exciting atmosphere of mutual support, where students learn about other communities as well as find the space to explore their own. The course design ensures that students can take charge of their projects, based on their own knowledge and cultural interests. Students have the opportunity to collaborate with peers and participate in community-oriented spaces, as we seek to expand education beyond the classroom and to contribute to society in a meaningful way.

Inclusion and Equality

Our commitment to inclusivity drives us to address inequality wherever we find it. We welcome applications from students of all backgrounds and needs. We provide a safe and inclusive environment for all, so that everyone feels valued and contributes to our program, and throughout the program we embed diversity and inclusion in all that we do. This goes right from students' first day on the course to well beyond graduation, as the course is designed to enhance career options for everyone.

We provide career enhancement opportunities that allow our community of students to flourish well beyond graduation. Our course provides opportunities for students to gain practical experience through regular contact with industry professionals, such as work placements, guest talks by industry experts, and participation in music business events. These experiences help students to become familiar with industry practices and provide them with a sense of agency and confidence, while also enhancing their employability prospects. This can be particularly beneficial for students who may not have access to wider networks.

Neurodiversity and Disability

Creative courses often attract a wide range of students and staff members, including those who are neurodiverse. Our course team is experienced in providing the necessary support to meet the unique needs of our students and we are committed to creating course materials and assessments that are accessible to all students, regardless of their learning style or ability. We work closely with the disability team to ensure that our course is structured in a way that is truly inclusive, with sessions that cater for a range of learning styles and needs, and we ensure that our assessments and teaching formats are adapted to fully accommodate our diverse student body.

Active Learning Strategies

We use active learning strategies that encourage students to participate in group work, discussions, and collaborative projects. We provide multiple modes of content delivery, including audio-visual and written materials. We encourage student feedback throughout the course to ensure that their needs and concerns are being met. We also offer mentorship and support to students, particularly those from under-represented groups, to help them succeed in their studies and future careers.

Technology and Inclusion; assessment

We support and celebrate diversity as something that contributes to individual and collective creativity. We embrace change and technological developments to bring these to students from all backgrounds, promoting social mobility in the photographic industries. We are committed to removing any barriers that prevent students from succeeding. Our assessment methods – including portfolios, presentations, live briefs, group exhibitions, and publications – are designed to contribute to building equality for all. When possible, we include 'authentic' assessment methods that replicate real-world scenarios and tasks that students might encounter in their future careers or professional lives.

UN Sustainable Development Goals

On the MA Music Business Management Course students will interpret and apply their knowledge and understanding of music business management and music culture with respect to the UN Sustainable Development Goals (SDGs). This is addressed through curriculum content, discussion and choice of industry guests across the SDG themes.

Future music professionals need to embed sustainability in all aspects of their work aligned to each of the SDGs to ensure a fairer and more sustainable future for the music industry.

Teaching methods

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

- Lectures
- Seminars
- Discussion groups
- Industry Guest Speakers
- Group research work
- Group and individual presentations
- Tutorials both individual and group
- Internship and employment tutorials
- Workshops
- Music Business research and work placement
- Music evaluation
- Music podcasts
- Music playlists

Assessment methods

The course team takes an 'assessment as learning' approach ensuring that assessments meet how students will work in industry and meet academic requirements. Formative and summative assessments are used to provide relevant feedback that can be used to develop future assessments and in students' professional careers.

We use 'real world' authentic assessments in a variety of formats designed to support you in demonstrating your achievement of module learning outcomes such as reports, portfolios, presentations and plans.

You will be offered a range of formative feedback opportunities throughout each module to help prepare you for your assessments. In some cases, you will critically reflect on your experiences in order to understand what you have learned and apply it in your career and other aspects of life.

You will be assessed on academic and industry knowledge, critical analysis, the strength of your argument and your ability to contextualise knowledge, relating theory to practice and developing your own theory about practice. Assessed tasks will draw on real-world music industry problems such as the economics of music streaming and equitable remuneration and responding to business briefs. Other assessments may require you to reflect on creative practice, work-based and other forms of experiential learning.

Graduate Attribute	Evident in Course Outcomes
Critical and creative thinker	001, 002, 003, 005, 006, 007, 009
Literate and effective communicator	001, 003, 005, 007, 008, 009, 010
Entrepreneurial	002, 004, 006, 007, 008, 009, 010
Global in outlook and engaged in communities	001, 003, 004, 005
Socially, ethically and environmentally aware	002, 004, 005, 008

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. Additional free text information on the choices may also be included, for example where students must choose one of two modules.. Course structures can be subject to change each academic year following feedback from a variety of sources.

Modules

Level 7

Music Business Management MA offers flexibility to operate between the soft pathways' specialism of Artist Management, Music Business Management, and Live Music Management.

Students will choose to take one module from the following 20 credit semester-long modules starting in semester 2:

- Artist Development
- Global Music Markets
- The Live Music Industry

And one other option module, starting in semester 2.

Module Code	Module Title	Status	PT Year (where applicable)	UK credit	ECTS
7MUMN002W	Entrepreneurship and Innovation	Core	1	20	10
7MUMN004W	Intellectual Property and Copyright Management	Core	1	20	10
7MUMN016W	Music Industry Structure, Roles and Development	Core	1	40	20
7MUMN017W	Music, Mental Health and Wellbeing	Core	1	20	10
7MUMN018W	Music Business Management Final Project	Core	2	40	20
7MUMN001W	Artist Development	Option	2	20	10
7MUMN007W	Global Music Markets	Option	2	20	10
7MUMN012W	Managing the music city: Policy and strategy issues in the live music economy	Option	2	20	10
7MUMN019W	Music and Social Change	Option	2	20	10
7MUMN005W	The Live Music Industry	Option	2	20	10

Please note: Not all option modules will necessarily be offered in any one year. In addition, timetabling and limited spaces may mean you cannot register for your first choice of option modules.

Professional body accreditation or other external references

N/A

Course management

The course is managed through a Course Leader and Module Leaders. All members of the team have office hours when you can arrange to meet them. Course Representatives are elected in the first few weeks. This is a really valuable role and as a rep you would have regular formal meetings with the course team and less formally throughout the course in reflecting the student voice. This helps us work together to communicate and respond to any issues as they arise, to provide a strong course community.

Academic regulations

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

Course specific regulations apply to some courses.

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 https://www.westminster.ac.uk/current-students/studies/your-student-journey/when-you-arrive/blackboard

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. Students1 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 courses taught in 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 https://www.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 https://www.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. University Panels normally include internal peers from the University, academic(s) from another university. a representative from industry and a Student Advisor.

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 the evidence of student surveys, student progression and achievement and reports from external examiners, in order to evaluate the effectiveness of the course and make changes where necessary.

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.
- Final year Undergraduate students will be asked to complete the National Student Survey which helps to inform the national university league tables.