BA (Hons) Music, Theatre and Entertainment Management

Module Information

Year 1 - Programme Credit Structure

- Management of Performance – 12 credits
- Management Project – 12 credits
- Entertainment Law – 12 credits
- Marketing – 12 credits
- Managing Organisations – 12 credits
- Raising Funds and Managing Finance – 12 credits
- Venue and Tour Management – 24 credits
- Professional Development 1 – 12 credits
- The Context 1 – 12 credits

Management of Performance

The aim of the Management of Performance module is to introduce you to specific aspects of management practice relating to performance in music, theatre and entertainment contexts.

After completing this module, you should be able to

- demonstrate understanding of issues of creativity and group dynamics and apply them in a group presentation of a project
- demonstrate understanding of issues around collaborating and briefing those from other disciplines, including graphic designers and technicians
- define specific terms as they apply to theatrical and musical performance.

Management Project

The Management Project module aims to provide you with the opportunity to develop your practical management skills, and your team-working abilities and understanding, by assisting and collaborating with first and second year students in delivering a range of individual projects.

After completing this module, you should be able to

- demonstrate understanding of the management skills required to fulfil an allocated job/role within a performance project
- identify the factors promoting and hampering effective management of music, theatre and entertainment projects
- discuss your personal effectiveness and development in working with others with relation to your specific role or project

Entertainment Law

The Entertainment Law module aims to develop your knowledge and understanding of a range of legal concepts, with particular reference to the music, theatre and entertainment industries.

After completing this module, you should be able to

- demonstrate an appreciation of contract law in the context of music, theatre and entertainment industries
- demonstrate knowledge of employment and health and safety legislation with reference to music, theatre and entertainment industries
- demonstrate an understanding of issues and concepts relating to copyright and other forms of intellectual property in the context of music, theatre and entertainment industries

Managing Organisations

The Managing Organisations module provides you with knowledge and understanding of a range of theoretical management concepts relating to the management of organisations with particular reference to the music, theatre and entertainment economies, coupled with an appreciation of how these are enacted in practice.

After completing the module, you should be able to

- display an awareness of the perspectives of a range of writers on management theory,
- express understanding of corporate governance with specific reference to the music, theatre and entertainment economy
- demonstrate an understanding of the key factors in designing an organisation
- discuss the reasons organisations have adopted or adapted their current form to provide effectiveness in the light of external/internal pressures
- demonstrate an understanding of organisational behaviour in music, theatre and entertainment organisations and an appreciation of key concepts such as organisational culture and change.

Raising Funds and Managing Finance

This module aims to develop your knowledge and understanding of:

- The securing of resources and support for organisations, with particular reference to public funding opportunities available for organisations and individuals operating within the music, theatre and entertainment environment
- The production of budgets and the management of finance with particular reference to organisations operating within the music, theatre and entertainment environment

After completing this module, you should be able to

- demonstrate knowledge of a range of possible sources of funding and other resources available to projects and organisations
- demonstrate an understanding of the advantages and disadvantages of the different sources of funding which are available
- develop a structured plan and prepare appropriate funding applications for securing resources for an organisation or project
- create a project budget
- demonstrate an understanding of the role of the finance function within organisations
- demonstrate knowledge of key concepts such as the role and limitations of financial statements in relation to reporting on the performance of an organisation.

Venue and Tour Management

The Venue & Touring Management module aims to develop your knowledge and understanding of key concepts related to managing and operating permanent and temporary arts venues and the use of multiple venues for touring at home and abroad.

After completing the module, you should be able to

- demonstrate an understanding of UK venue infrastructures
- demonstrate knowledge of the day to day operation of a venue including funding, marketing, staffing and governance
- understand the basic principles of programming
- demonstrate an understanding of tour distribution networks in the UK and overseas and propose a plan of action for a tour in at least one territory.

Professional Development 1

The Professional Development module provides you with the foundation for your journey towards sustained employment. Essential skills include an informed understanding of the event process, collaborative working and the realities of work in the performing arts. Underpinning these skills is a fundamental essential: being a learner.

After completing the module, you should be able to

- apply reflective evaluation tools in learning and personal planning processes
- display an awareness of career development options within an individual performing arts discipline
- demonstrate an ability to engage in effective team working processes
- present evidence of a basic understanding of essential enterprise skills
- propose a personal strategy for the use of web, social networking and other relevant technologies as a component of the career development process.

The Context 1

The Context 1 aims to provide a shared understanding of the broad, current, performing arts landscape and the disciplines that constitute it, as well as an understanding of the Political, Economic, Socio-Cultural, Technological and other forces that shape the evolution of and employment in performing arts disciplines. It also intends to provide you an understanding of essential research and writing skills.

After completing this module, you should be able to

- demonstrate an understanding of the key external contextual forces and how they shape the practice and evolution of specific sectors within individual performing arts disciplines
- apply research, writing skills and appropriate academic conventions in communicating research outcomes.

Year 2 - Programme Credit Structure

- The Context 2: Cultural Policy – 12 credits
- Strategic Arts Management and Business Planning - 24 credits
- Financial and Performance Management – 12 credits
- Practical Management Project – 24 credits
- Professional Development 2 – 12 credits
- The Producers – 24 credits
- Managing People – 12 credits

The Context 2: Cultural Policy

This module aims to ensure that you are able to understand and articulate the key concerns and critiques of cultural policy, as well as appreciate the context for its development. In addition it aims to introduce you to research methodologies for evaluating policy.

After completing the module, you should be able to

- apply an appropriate methodology to evaluate and analyse cultural policy against fundamental principles and appropriate theory from a perspective of your choice
- plan and implement an effective research strategy appropriate to your chosen topic
- create a coherent piece of evaluative and discursive academic writing from your own concept to produce a finished paper

Strategic Arts Management and Business Planning

This module allows you to utilise your entrepreneurial skills, develop an appreciation of business modelling and strategy, and apply knowledge and understanding of marketing, finance, funding, law, resources, and operations gained in earlier modules, to create your own business plan for a music, theatre and entertainment business.

After completing the module, you should be able to

- develop a comprehensive business model
- apply your understanding and knowledge of customer value propositions, target markets, value chains, value networks and competitive advantage
- demonstrate an ability to evaluate and research a business idea
- develop an effective and efficient marketing plan
- identify and evaluate relevant sources of funding for a business proposal
- collect and evaluate relevant data in order to produce realistic financial forecasts
- identify and analyse legal factors affecting a business proposal.

Financial and Performance Management

The Financial and Performance Management module aims to further develop your knowledge and understanding of financial and performance management in the context of the music, theatre and entertainment economies.

After completing the module, you should be able to

- demonstrate an understanding of the role and limitations of financial statements in relation to measuring the performance of an organisation

- apply relevant techniques and analysis to evaluate the performance of an organisation and of departments within an organisation
- examine and assess capital management arrangements and funding options within an organisation
- evaluate performance measurement systems for an organisation or for departments within an organisation.

Practical Management Project

The Practical Management Project allow you to further develop your knowledge and understanding of key concepts related to project planning, and to develop your ability to apply those concepts to a practical project through delivering a range of projects for an external audience. The module is integrative in nature, utilising skills and knowledge acquired in other modules.

After completing the module, you should be able to

- apply the requisite management skills required to fulfil an allocated job/role within a project team
- distinguish between the factors promoting and hampering effective management of music, theatre and entertainment projects
- evaluate your personal effectiveness with relation to your specific role or project
- analyse resource and operational requirements with reference to a particular project
- develop operational plans to fulfil these requirements using appropriate project planning techniques.

Professional Development 2

The aims of this module are to introduce you to some of the employment and self-employment possibilities available to you within the music, theatre and entertainment industries. The module enables you to prepare and critically evaluate your own and your colleagues' curricular vitae; to improve your interview techniques; and to gain a critical awareness of the skills, experience and competences, which potential employers require. The module builds on the introductory work undertaken in the first year professional development module.

After completing the module, you should be able to

- demonstrate an awareness of issues and factors working as an employee or as a freelancer within the music, theatre and entertainment industries
- evaluate your own strengths and weaknesses in relation to specific employment and enterprise opportunities
- reflect on your own skills and abilities in order to develop an outline career plan, development plan or outline business plan
- demonstrate an understanding of current recruitment practices and utilise this understanding in synthesizing your own skills, experiences and qualities into a focused letter of application and customised CV for a relevant employment opportunity
- provide a rationale for the design and presentation of the letter of application and customised CV and analyse your own and others' interview techniques.

The Producers

The aim of 'The Producers' module is to introduce you to the entrepreneurial world of the creative producer and develop your understanding of producing in a range of contexts within music, theatre and entertainment genres. It also aims to introduce a secondary skill in production for social media. Building on your existing knowledge of producing, and drawing on specialist genres as models of professional working practice, it specifically aims to develop creative and technical knowledge and a practical understanding of the profession of producer. (Please note that we do not look at the music producer in the sense of an engineer responsible for recording, mixing and mastering processes but instead in the entrepreneurial and management sense of organising and scheduling people, production budget, resources etc.)

After completing the module, you should be able to

- use initiative and creativity to initiate an idea focused on a target market and apply industry standard working methods to propose and promote it for production
- apply an understanding of working/production processes that enables you to plan a short production from conception to final product anticipating potential constraints (legal, ethical, practical, budgetary)
- apply an understanding of working/production processes that enables you to realise a short production to final product in a suitable format using appropriate professional procedures and working practices and demonstrating awareness of current markets
- examine the effectiveness of your contribution to this project comparing this with the standards necessary to gain and maintain work in the industry

Managing People

The Managing People module aims to further develop your knowledge and understanding of a range of theoretical management concepts relating to the management of people with particular reference to the music, theatre and entertainment economies, coupled with an appreciation of how these are enacted in practice.

After completing the module, you should be able to

- appreciate appropriate management and organisational theory to improve the use of human resources to gain competitive advantage over your competition
- explain how organisations help employees and managers to achieve your goals
- describe and critically evaluate the main functions of management i.e. planning, organising, leading and controlling, to assist in goal achievement at all levels
- critically assess organisational culture to understand its value to managers in the music, theatre and entertainment economies.

Year 3 - Programme Credit Structure

- Professional Development 3: The Arts Manager – 36 credits
- Organisational Analysis – 12 credits
- The Context 3: Contemporary Issues in Arts Management – 24 credits
- Management Research Paper – 48 credits

Professional Development 3: The Arts Manager

This module provides you with the occasion to undertake a sustained period of professional practice within an area of the music, theatre and entertainment industry that reflects your career aspirations. This period will provide you with an opportunity to manage aspects of in depth projects under a learning contract, to enable you to gain experience and knowledge to help you gain employment in your chosen field.

After completing the module, you should be able to

- provide evidence to demonstrate how you have achieved the negotiated project outcomes (as specified in your learning contract)
- demonstrate planning, organisational, problem-solving and time management skills
- demonstrate the ability to work productively in an independent and autonomous manner with minimal supervision
- apply theoretical knowledge within a practical environment
- demonstrate the ability to learn and develop as a result of reflecting on and evaluating your own professional practice during your placement
- apply theoretical knowledge to critically review, reflect upon and evaluate your own performance and review and evaluate your own progress compared to the career plan developed in Professional Development 2.

Organisational Analysis

The Organisational Analysis module aims to develop your ability to apply your knowledge and understanding of a range of management concepts, which have been gained in previous modules or study, in researching and producing a critical evaluation and analysis of an organisation (or department within an organisation) normally operating within the music, theatre or entertainment industries. It provides students with an opportunity to learn and apply research skills, prior to the Management Research Paper module.

After completing the module, you should be able to

- produce a written critical analysis and evaluation of an organisation's external and internal business environment and choice of strategic options; *or* methods and procedures for measuring and monitoring its overall performance *or* organisational culture
- identify and apply an appropriate theoretical model as a framework for the above critical analysis and evaluation
- undertake relevant practical research, in order to produce evidence to inform the critical analysis and evaluation
- examine, assess and synthesise such evidence in order to satisfactorily support the arguments and conclusions within the critical analysis and evaluation.

The Context 3: Contemporary Issues in Arts Management

The aim of the Contemporary Issues in Arts Management module is to further develop your critical and evaluative skills of a range of contemporary managerial issues including, but not limited to, business innovation, e-commerce, creativity and enterprise, sustainability, globalisation, business ethics, and industry futures. In particular we will examine the way these issues impinge upon the music, theatre and entertainment economies.

After completing the module, you should be able to

- critically review, consolidate and extend a systematic and coherent body of knowledge pertinent to management in the music, theatre and entertainment industries
- utilise specialised research skills synthesising areas of study relevant to music, theatre and entertainment economies
- critically evaluate new information, concepts and evidence from a range of sources, utilise appropriate communication methods to collect, share and test information and ideas with particular reference to appropriate technology (e.g. Web 2.0)
- interact professionally with industry leaders
- produce a succinct abstract summarising the range, depth and perspective of your chosen topic
- deliver a paper to your peers in a professional manner within a conference environment.

Management Research Paper

The purpose of the Management Research Paper is to afford you with the opportunity to further develop and consolidate your intellectual achievements, critical and research skills by undertaking a significant field research or other non-desk based form of research as part of examining a contemporary music, theatre and entertainment management issue. Students will be able to enhance their understanding of skills and critical approaches relevant to identified areas of the music, theatre and entertainment economies and will be encouraged to take independent responsibility for the research and presentation of a substantial written report containing analytical thought and appropriate evidencing through reference to a range of support materials.

After completing the module, you should be able to

- articulate the nature and underlying philosophy of your own individual area of study and/or practice within the broader context of music, theatre and entertainment management
- present a major piece of documentation which demonstrates high levels of application, achievement and presentation as well as a developed critical awareness
- analyse, synthesise and evaluate information independently, using appropriate evidence and referencing in the construction of a written presentation
- present evidence of practical research methodology undertaken as part of the study.

Please note: This document is intended to give you a flavour of the course content in your first, second and third year. All of this information can be subject to change as LIPA programmes change to reflect the changing needs of the arts and entertainment industries.