



The  
University  
Of  
Sheffield.

## Programme Specification

A statement of the knowledge, understanding and skills  
that underpin a taught programme of study leading to  
an award from  
The University of Sheffield

1	<b>Programme Title</b>	Music Management
2	<b>Programme Code</b>	LAST021 / MUST13
3	<b>HeCoS Code</b>	100643
4	<b>Level of Study</b>	Postgraduate
5a	<b>Final Qualification</b>	Master of Arts (MA)
5b	<b>QAA FHEQ Level</b>	Masters
6	<b>Intermediate Qualifications</b>	PG Dip Music Management, PG Cert Music Management
7	<b>Teaching Institution (if not Sheffield)</b>	Not applicable
8	<b>Faculty</b>	Arts and Humanities
9	<b>Co-ordinating School</b>	Languages, Arts and Societies
10	<b>Other Schools involved in teaching the programme</b>	Management School
11	<b>Mode of Attendance</b>	Full-time or Part-time
12	<b>Duration of the Programme</b>	1 year or 2 years
13	<b>Accrediting Professional or Statutory Body</b>	Not applicable
14	<b>Date of production/revision</b>	November 2023

### 15. Background to the programme and subject area

The School of Languages, Arts and Societies formerly known as the Music Department at TUOS ranks 6 in the UK for research excellence and is a market leader for teaching. Home to the Sheffield Performer and Audience Research Centre (SPARC), and the Concert Series production company, the School and teaching staff have strong links to commercial industry practice and internationally acclaimed audience experience researchers. Sheffield University Management School, is one of the leading centres for teaching and research nationally in the various fields of cultural and creative industries management, notably including staff with global expertise in music branding and festivalisation theory. Established in 2006, the Masters' in Music Management has formed a fruitful relationship between these two Schools drawing on specialisms from each discipline to create a unique programme for the study of management in the music industries.

The updated MA programme in Music Management ethos is founded upon the interaction of contemporary management theory with professional contemporary practice. Running critical study alongside practice-based modules with industry partners, students gain the opportunity to put theory in practice and experience working in real life situations to build professional capacity. To provide flexibility, a stream system is employed, providing an element of choice in both autumn and spring semesters to enable specialisation in one or more areas. The final third of the course, the extended project is wholly devoted to an aspect of the student's choosing in any area of Music Management. We encourage networking and links to be built within contemporary practice (both theoretical and industry based) to set the student up for their future career. As such, no two graduates' experience are the same and each student builds a course tailored to their interests and future aspirations. Taken all together, the programme offers a comprehensive suite of modules designed to answer the needs of those wishing to work in one the economy's fastest growing sectors, encompassing the flexibility to generate individualised experience and prepares graduates for a variety of employment scenarios they can expect to encounter in this fast-moving sector.

A part time option enables those already working in the sector to study along their professional activities and multiple opportunities are presented where external work can directly feed into the learning programme.

## 16. Programme aims

### The aims of the programme are to:

Increase understanding of organisations, their management, the economy and the business environment.

Prepare for and develop a career in music business and management.

Enhance a wide range of skills and attributes which equip graduates to become effective global citizens.

1. Introduce students to core management discourses and focus on key principles and techniques at Masters' standard.
2. Apply management principles to music contexts, particularly the management of organisations, events and visitors, and develop students' confidence in making such applications.
3. Encourage a critical approach to the application of management principles, based on logical analysis and appropriate evidence.
4. Provide teaching and academic guidance which is informed by active research and consultancy as well as knowledge of the relevant industries.
5. Facilitate work by students to solve practical management problems in music organisations.
6. Enhance students' personal, transferable skills.
7. Encourage students to become more proactive and assume responsibility for their learning, both during the programme and in the future.
8. Provide a supportive and stimulating environment for students.
9. Facilitate students' entry into the music industry, and the wider service sector, and enhance their capabilities for work in this industry.
10. To enable a student to undertake a detailed investigation in Music Management.

## 17. Programme learning outcomes

### Knowledge and understanding - On completion of the Masters' award students will demonstrate an understanding of:

<b>K1</b>	Data and concepts defining the nature of the music industries in contemporary society.
<b>K2</b>	Management principles, particularly core principles of economics, finance, human resource management, law and marketing.
<b>K3</b>	The operation of music organisations from profit and non-profit sectors.
<b>K4</b>	Management practices in the music industries in theory and practice.
<b>K5</b>	Research methodology and its application in arts management situations.

### Skills and other attributes - On completion of the Masters' award students will be able to:

<b>S1</b>	Initiate proactively appropriate question and search procedures in order to investigate a management situation/problem.
<b>S2</b>	Acquire and evaluate information appropriate to the analysis of management in the music industry.
<b>S3</b>	Make appropriate use of IT in support of analysis of management situations.
<b>S4</b>	Provide feasible options for solving management problems.
<b>S5</b>	Initiate and develop effective communication relationships with relevant parties in evaluating management situations and conducting management tasks.
<b>S6</b>	Work effectively in a team to pursue joint objectives.
<b>S7</b>	Give clear delivery of oral presentations, written client facing reports and research papers.
<b>S8</b>	Utilise research skills in order to appraise given management questions, hypotheses and situations.
<b>S9</b>	Conduct in-depth research and reporting on one applied management issue (through a dissertation).

## 18. Teaching, learning and assessment

**Development of the learning outcomes is promoted through the following teaching and learning methods:**

- 1) Induction** before Semester 1 orients students to the industry under focus through designated reading and prior to Semester 2 familiarise students with the nature of upcoming practical work.
- 2) Lectures** establish a foundation of knowledge and techniques of relevance to the industries and management practices being investigated.
- 3) Seminars** develop understanding and facilitate skills and techniques relevant to the analysis of audiences, staff, organisations, markets and policies. They also develop communication skills and independent working.
- 4) Live group case studies** (i.e. projects with external partners), are designed to promote experiential learning, engaging theory into practice through group practice with supported reflective and evaluative processes.
- 5) Guest practitioners** participate in open interviews with student questioning, to enhance the understanding of management practices and ensure connection with the most contemporary issues.
- 6) Independent study** is essential for successful completion of the programme, principally in the extended project but also in the assimilation of lecture material, preparation for seminars, conduct of case studies, and the production of assessed work.

**Opportunities to demonstrate achievement of the learning outcomes are provided through the following assessment methods:**

- 1) Reports** for assessments in core modules in semester 1, rehearsing the form which the industry typically requires.
- 2) Exam** in one module measuring understanding of financial processes and procedures.
- 3) Essays** for modules where conceptual understanding is more important than vocational application.
- 4) Group plans and reports** for modules taking teamwork through to the conclusion to emphasise value of developing co-operative skills in this area.
- 5) Peer group assessment** for group work modules, to enhance the shared responsibility of teamwork and to assess the process of group work.
- 6) Dissertation** to assess conceptual understanding, data generation and analysis in an extended project.

The relationships between the teaching and learning and assessment methods and the learning outcomes is as follows:

Teaching & Learning Method	Learning outcomes														
		K1	K2	K3	K4	K5	S1	S2	S3	S4	S5	S6	S7	S8	S9
1							✓	✓			✓	✓			
2	✓	✓	✓	✓	✓	✓									
3	✓	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓	
4			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
5		✓	✓	✓			✓	✓			✓				
6				✓	✓	✓	✓	✓	✓	✓	✓			✓	✓
Assessment Method	Learning Outcomes														
		K1	K2	K3	K4	K5	S1	S2	S3	S4	S5	S6	S7	S8	S9
1	✓	✓	✓	✓		✓	✓	✓	✓	✓			✓	✓	
2	✓	✓			✓			✓							
3	✓	✓	✓				✓			✓				✓	
4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	
5											✓				
6		✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓

## 19. Reference points

**The learning outcomes have been developed to reflect the following points of reference:**

The University of Sheffield Mission Statement

The University Vision and Strategic Plan

Management School Learning and Teaching Strategy

School of Languages, Arts and Societies Learning and Teaching Strategy

The Masters' level qualification descriptor within the QAA Framework for Higher Education Qualifications

QAA Subject Benchmark Statement Business and Management February 2015

QAA Subject Benchmark Statement Music October 2016

## 20. Programme structure and regulations

The full programme of study leading to the Masters' degree comprises taught modules to the value of 120 credits, with 60 credits taken in semester 1 and 60 credits in Semester 2, and 60 credit extended project or dissertation, which is introduced in semester 2 and completed over the summer. At the end of each stage, assessment is conducted and summative feedback and marks and formative guidance given to students.

Two elements of the programme are flexible:

1) Semester 1 offers the choice of two from Marketing, Finance, Innovation or Critical Theories enabling students to specialise in areas of particular interest.

2) Semester 2 offers students a choice of 5 modules, including a funding and marketing element alongside other options to either further specialise in one area or broaden their understanding across different areas.

Students who only complete 60 credits are eligible for the award of Postgraduate Certificate in Music, Management, and Innovation and those who only complete 120 credits are eligible for the award of Postgraduate Diploma in Music, Management, and Innovation. Both the Diploma and Masters' awards can also be made 'with distinction' for exceptional performance on the programmes.

Detailed information about the structure of programmes, regulations concerning assessment and progression and descriptions of individual modules are published in the University Calendar available on-line at <http://www.sheffield.ac.uk/calendar/>.

## 21. Student development over the course of study

The first semester contains the functional and conceptual building blocks of management analysis and a survey of the key principals involved in the Music Industries.

The second semester concentrates on interdisciplinary, experiential, student-centred group work. Conducted in the applied contexts of funding applications in the arts, case study design consultancy with external partners or creating an entrepreneurial venture.

Year long, students build on previous and simultaneous modules to design an extended project proposal or dissertation proposal.

The extended project or dissertation is the culmination of the Masters' award, building on and utilising previous work to provide an in-depth investigation of a specific issue/problem/organisation identified by the student.

## 22. Criteria for admission to the programme

Higher second-class honours degree from a UK university or equivalent qualification. Where applicable, the minimum English language requirement is IELTS 6.5 (with at least 6 in each component).

Detailed information regarding admission to the programme is available at <http://www.shef.ac.uk/prospective/>

### 23. Additional information

None

This specification represents a concise statement about the main features of the programme and should be considered alongside other sources of information provided by the teaching School(s) and the University. In addition to programme specific information, further information about studying at The University of Sheffield can be accessed via our Student Services web site at [www.shef.ac.uk/ssid](http://www.shef.ac.uk/ssid).