

Higher National Unit Specification

General information for centres

Unit title: Music: Artist Development

Unit code: DJ2J 34

Unit purpose: This unit is designed to enable candidates to recognise the main issues involved in the ongoing creative development and exploitation of all aspects of a musician's work. It will prepare candidates by giving them the effective knowledge required to identify exploitable talent and music industry organisations involved in a similar area. It would be relevant to those with appropriate experience of working with artists and to those with limited experience in this field.

On completion of the Unit the candidate should be able to:

1. Demonstrate a broad knowledge of key personnel, companies and industry organisations involved in creative development areas within the music business.
2. Outline the processes involved in discovering, signing and developing an artist's recording and live performance career.
3. Outline and develop budgets relating to a recording and to live appearances.
4. Outline and develop a strategy leading towards an artist's creative and commercial growth.

Credit points and level: 1 HN Credit at SCQF level 7 (8 SCQF credit points at SCQF level 7*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Recommended prior knowledge and skills: Candidates should have an interest in, and basic understanding of, the music industry and good communication skills. This may be demonstrated by the achievement of core skill Communication at Higher level or by possession of Higher English and Communication or a suitable NQ Communication Unit (SCQF level 5/6).

Core skills: There may be opportunities to gather evidence towards core skills in this Unit, although there is no automatic certification of core skills or core skills components.

General information for centres (cont)

Context for delivery: This is an optional unit in the framework for HNC/D Music Business Group Awards. If this Unit is delivered as part of a group award, it is recommended that it should be taught and assessed within the subject area of the group award to which it contributes.

Assessment: The candidate will be required to produce written and/or oral evidence for Outcomes 1, 2 and 3 and an outline strategy for Outcome 4 based on sector specific research.

This unit could be assessed by three instruments of assessment, alternatively, candidates could produce four separate pieces of written and/or oral assessment evidence.

The assessment for this outcome will take the form of a presentation in written or oral form. It can be undertaken separately or as part of an integrated holistic assessment covering Outcomes 1 and 2. This would provide an opportunity to examine the processes involved to find, sign, develop and record an artist(s), through to releasing product and an associated tour schedule.

Outcome 3 is assessed by the production of an outline budget for a recording project and an outline budget for live appearance.

Outcome 4 is assessed by the production of an outline strategy.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Demonstrate a broad knowledge of key personnel, companies and industry organisations involved in creative development areas within the music business.

Knowledge and/or skills

- ◆ Key personnel engaged in finding and developing new talent
- ◆ Tasks and roles of individuals and organisations engaged in artist development

Evidence requirements

Candidates will need written evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ Identify the key personnel engaged in finding and developing new talent
- ◆ Identify and describe the role of major organisations within the music industry and, their prospective industry partners or associates

Evidence for the knowledge and/or skills for this Outcome can take the form of either a written assignment or an oral presentation.

Oral presentations should be recorded on a high quality format and kept for external moderation.

Higher National Unit specification: statement of standards (cont)

Unit title: Music: Artist Development

Assessment guidelines

The assessment for this outcome will take the form of a presentation in written or oral form. It can be undertaken separately or as part of an integrated holistic assessment covering Outcomes 1 and 2.

The Outcome could also be assessed by a single piece of written work requiring the candidate to describe who the key personnel are and the companies and industry organisations involved in creative development areas within the music business.

Should there be ambiguity regarding a candidate's response, oral questioning may be used to eliminate any doubt as to the candidate's understanding. The lecturer should note questions and responses.

Outcome 2

Outline the processes involved in discovering, signing and developing an artist's recording and live performance career.

Knowledge and/or skills

- ◆ Artistic potential for commercial success
- ◆ Processes used by music industry organisations in working to develop new talent (identified in Outcome 1)
- ◆ Role and actions of the Artiste & Repertoire (A & R) team within these organisations
- ◆ Significance of market trends on internal policy within these organisations.
- ◆ Roles of personnel involved in audio recording
- ◆ Role played in the co-ordination and budgeting of a live music event or tour
- ◆ Roles of key personnel and organisations involved in realising the live music event and/or tour

Evidence requirements

Candidates will need written evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ Identify and evaluate new talent and the areas in which talent can develop artistically, creatively and commercially
- ◆ Describe the sources (people and business organisations) accessed by A & R departments in the identification of new acts
- ◆ Describe the relationship between the A & R function and the marketing of new acts
- ◆ Explain the roles played in the co-ordination and production of an act's debut audio recording
- ◆ Explain the roles played in the co-ordination and realisation of a live date and/or tour

Higher National Unit specification: statement of standards (cont)

Unit title: Music: Artist Development

Evidence for the knowledge and/or skills for this Outcome can take the form of either a written assignment or an oral presentation.

Oral presentations should be recorded on a high quality format and kept for external moderation.

Assessment guidelines

The assessment for this outcome will take the form of a presentation in written or oral form. It can be undertaken separately or as part of an integrated holistic assessment covering Outcomes 1 and 2.

The Outcome could also be assessed by a single piece of written work requiring the candidate to describe the processes involved in discovering, signing and developing an artist's recording and live performance career.

Should there be ambiguity regarding a candidate's response, oral questioning may be used to eliminate any doubt as to the candidate's understanding. The lecturer should note questions and responses.

Outcome 3

Outline and develop budgets relating to a recording and to live appearances.

Knowledge and/or skills

- ◆ Budgetary requirements
- ◆ Elements of recording budgets
- ◆ Elements of live budgets

Evidence requirements

Candidates will need evidence, in the form of outline budgets, to demonstrate their knowledge and/or skills by showing that they can:

- ◆ Identify and itemise budgetary requirements
- ◆ Prepare a recording budget
- ◆ Prepare a live event and touring budget

Higher National Unit specification: statement of standards (cont)

Unit title: Music: Artist Development

Candidates will respond to a brief or scenario and produce two budgets — one for a recording project and one for live appearances.

Evidence must be produced for all parts of the knowledge/skills section. Evidence need not be generated through an assessment undertaken in controlled conditions.

If the assessment is presented in controlled conditions, it should be closed book.

Assessment guidelines

Assessments for this Outcome will take the form of a single assessment requiring the candidate to produce outline budgets.

Should there be ambiguity regarding a candidate's response, oral questioning may be used to eliminate any doubt as to the candidate's understanding. The lecturer should note questions and responses.

Outcome 4

Outline and develop a strategy leading towards an artist's creative and commercial growth.

Knowledge and/or skills

- ◆ Considerations when planning artists' growth
- ◆ Third party businesses and individuals who will help to realise the plan
- ◆ Stages involved in the recording process
- ◆ Elements of recording and live budgets
- ◆ Actions required in creating recorded and live performance work
- ◆ Identify target market in terms of intended audience
- ◆ Link individual component parts of an artist's work into over-arching plan

Evidence requirements

Candidates will need evidence, in the form of a strategic plan, to demonstrate their knowledge and/or skills by showing that they can:

- ◆ Create a plan which identifies all third party businesses and individuals who will help to realise the plan.
- ◆ Identify the stages involved in the recording process

Higher National Unit specification: statement of standards (cont)

Unit title: Music: Artist Development

- ◆ Identify the processes involved in budgeting, booking, promoting and marketing a live event or tour
- ◆ A description of the intended target market
- ◆ Prepare relevant budgets

Candidates will respond to a brief or scenario to produce a strategic plan. Evidence must be based on sector specific research. The assessment will take the form of a open book project where the candidate will be required to cover all of the following:

- ◆ A statement of general strategic aims and business objectives for the project;
- ◆ An outline of the projected timescales for achieving business objectives;
- ◆ A description of the intended target market and audiences;
- ◆ An outline of the main stages of progression for the strategy;
- ◆ An outline of the possible functional areas of the intended operation to cover the following elements of the business cycle:
 - marketing and research
 - promotion and merchandising
 - sales service
- ◆ An outline of potential areas of future development for the operation under consideration

Assessment guidelines

Assessment for this Outcome will take the form of a single assessment in the form of a project to produce an outline strategy.

Should there be ambiguity regarding a candidate's response, oral questioning may be used to eliminate any doubt as to the candidate's understanding. The lecturer should note questions and responses.

Administrative Information

Unit code: DJ2J 34
Unit title: Music: Artist Development
Superclass category: AB
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History of changes:

Version	Description of change	Date
02	Removal of Word Count and Presentation Length.	20/05/11

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Higher National Unit specification: support notes

Unit title: Music: Artist Development

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This unit is designed to enable the candidate to recognise how emerging talent is initially identified and then developed within the context of the record and live music industries. It is primarily intended to give the candidate a background to prepare them for an entrepreneurial role as an artist manager, promoter, or agent representing new talent. Alternatively, the Unit would also provide useful insights into a future role within an established organisation such as a record or music publishing company.

The candidate will be expected to use the knowledge and skills drawn from the Unit to enable them to assess recorded and live performances. This may help them to develop the strategic thinking and planning employed by record companies and artist management companies.

This unit is intended to prepare the candidate for an overall appreciation of the roles, practices and procedures necessary in the development of a successful artist. It aims to provide an understanding of the concept of artist development through identifying key personnel and organisations such as Artistes and Repertoire scouts, A & R managers and co-ordinators, the Musicians Union, artist managers and the International Managers Forum, live booking agents and agencies and concert promoters.

The unit will enable the candidate to identify potential for economic success by showing how recording and live work moves from conception to delivery.

Outcome 1 examines the range of personnel and their roles and interventions in the process of developing that new talent.

Outcome 2 looks at the identification of new talent, what defines it and how it is sourced and discovered.

Outcome 3 will show the candidate how to budget an audio recording – from rehearsal to studio to master and manufacture as well as cost a live event or tour.

Outcome 4 will look at the development of a practical plan built on the information and knowledge garnered in Outcomes 1, 2 and 3. Candidates could use the 8-stage plan model to initiate the process where they will:

Higher National Unit specification: support notes (cont)

Unit title: Music: Artist Development

Define objectives	What is it that you are planning to achieve, objectives should be SMART.
Generate and evaluate options	Identify how many different courses of action are available and evaluate which one will best achieve the objectives.
Identify the activities	Identify what needs to be done in order to implement the chosen option.
Sequence the activities	Identify the best order in which to carry out the activities
Identify the resources	Identify the resources required in order to carry out the plan
Review the plan	Is success likely, if not it may be necessary to go back to stage 2 or 3 or even stage 1.
Prepare action plans and schedules	Identify who is going to do what and by when
Monitor and control	What measures will be put in place to ensure the smooth operation of the plan, this may involve re-plan if necessary.

On completion of the unit it is hoped that the candidate may have identified possible areas of employment or sources for future business development.

Guidance on the delivery and assessment of this Unit

This is an optional Unit delivered as part of the HNC/D Music Business group award, which is primarily designed to provide candidates with technical and professional knowledge and skills relating to a specific, but fundamental, area of the music business.

Open learning

This Unit could be delivered by open learning. However, it would require planning by the centre to ensure the sufficiency and authenticity of candidate evidence. Arrangements would have to be made to ensure that the assessment(s) are delivered in an appropriate manner.

For further information and advice please refer to *Assessment and Quality Assurance for Open and Distance Learning (SQA, February 2001 — publication code A1030)*.

Candidates with additional support needs

This Unit specification is intended to ensure that there are no artificial barriers to learning or assessment. The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance on Special Assessment Arrangements for Candidates with Additional Support Needs (BA 2399, SQA, due 2004)*.

General information for candidates

Unit title: Music: Artist Development

This unit is designed to enable you to recognise how emerging talent is initially identified and then developed within the context of the record and live music industries. It is primarily intended to give you the knowledge and skills that would prepare you for an entrepreneurial role as an artist manager, promoter, or agent representing new talent. Alternatively, the Unit would also provide useful insights into a future role within an established organisation such as a record or music publishing company.

You will be expected to use the knowledge and skills drawn from the Unit to enable you to assess recorded and live performances. This may help you to develop the strategic thinking and planning employed by record companies and artist management companies.

In order to complete this Unit and maximise your potential you will have to maintain a strong interest in emerging musical talent. This might be evidenced by a deep interest in new artists' work through media, recordings and live appearances.