

Higher National Unit Specification

General information for centres

Unit title: Music Industry Management 2

Unit code: DR2J 35

Unit purpose: This Unit is designed to build on and develop the basic management skills candidates obtained in Music Industry Management 1 (DJ2N 34) and will provide a deeper understanding of the theory and practical application of some of the management principles previously explored. The techniques for successfully managing change will be examined and appropriate contemporary music management issues, at the time of delivery, will be explored. Negotiating skills will also be developed from the elements illustrated in Music Industry Management 1 and presented in a practical music industry context. The Unit is intended for those who wish to work in management in the music industry or for those who plan to go on to further study.

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

- 1 Evaluate the issues surrounding the successful management of change in the music industry.
- 2 Analyse the effects of contemporary management issues on the music business.
- 3 Apply appropriate techniques to devise a comprehensive music related negotiation strategy.

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

**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: Access to this Unit will be at the discretion of the centre. However, it is recommended that candidates should have completed the HN Unit Music Industry Management 1 (DJ2N 34). Candidates should have good communication skills. These may be demonstrated by the possession of Core Skill Communication at Higher level or Higher English and Communication or a suitable NQ Communication Unit (SCQF level 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.

Context for delivery: 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.

General information for centres (cont)

Unit title: Music Industry Management 2

Assessment: This Unit should be assessed using three separate instruments of assessment.

Outcome 1 — An extended response question paper. The assessment should be undertaken in open-book, controlled conditions.

Outcome 2 — A project in the form of a research brief.

Outcome 3 — A written plan outlining a negotiation strategy and a role-play exercise.

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

Evaluate the issues surrounding the successful management of change in the music industry

Knowledge and/or skills

- ◆ Internal and external sources of change
- ◆ Resistance to change
- ◆ Strategies for effective management of change

Evidence Requirements

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

- ◆ evaluate the effects of internal factors (such as financial, environmental and structural) and their impact on the organisation
- ◆ evaluate the impact of political, environmental, social and technological (PEST) factors on the organisation
- ◆ analyse the effect of organisational and individual resistance to change within the organisation
- ◆ evaluate strategies for the effective management of change and demonstrate understanding of an appropriate change model eg Lewin's

Evidence should be generated by candidates undertaking an extended response question paper. Assessment should take place under open-book, controlled conditions at a single assessment event. Candidates should have access to their own previously prepared notes (up to two sides of A4) prior to the assessment, to act as prompts for providing responses to the questions.

Assessment guidelines

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.

Higher National Unit specification: statement of standards (cont)

Unit title: Music Industry Management 2

Outcome 2

Analyse the effects of contemporary management issues on the music business

Knowledge and/or skills

- ◆ Sociological and demographic trends
- ◆ Globalisation
- ◆ E-commerce
- ◆ Legislation

Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by undertaking a project showing that they can:

- ◆ evaluate trends as they affect the music business
- ◆ analyse the effect of globalisation on the music industry
- ◆ provide an analysis of the consequences of E-commerce on music management
- ◆ identify and analyse the impact of changes in legislation with regard to music management

The project should take the form of a research brief and candidates should present their response as a report.

Assessment guidelines

It is recommended that the research brief be issued to candidates at least eight weeks prior to the submission date.

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

Apply appropriate techniques to devise a comprehensive music related negotiation strategy

Knowledge and/or skills

- ◆ Secondary data collection
- ◆ Analysis of information
- ◆ Planning and preparation techniques
- ◆ Communication
- ◆ Objection handling
- ◆ Closing and post negotiation

Higher National Unit specification: statement of standards (cont)

Unit title: Music Industry Management 2

Evidence Requirements

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

- ◆ collect and analyse appropriate secondary data
- ◆ evaluate information and collate the data into a manageable format
- ◆ use the information to devise a negotiation plan
- ◆ analyse the importance of communication skills and prepare a comprehensive communication strategy
- ◆ anticipate potential objections and identify means of turning objections into positive negotiation points
- ◆ evaluate a variety of closing techniques and post negotiation aspects and identify the most appropriate for the planned presentation

Candidates will need to produce a written project outlining a negotiation strategy and undertake a role-play exercise. Video recording and a tutor observation checklist should be used to collect evidence for the role-play exercise.

Candidates should agree a scenario for their project and role-play exercise with their tutor/assessor within the context of the music industry. Candidates will be required to research the background for their proposition and prepare a comprehensive plan directed at a target market, anticipating objections and participate, in a professional manner, in a role-play exercise to demonstrate their negotiation skills.

Evidence for the project should be generated in open-book conditions. Evidence for the role-play should be generated through assessment undertaken in controlled conditions to ensure the authenticity of work produced. Candidates should have access to their own previously prepared notes prior to the role-play exercise, to act as a prompt.

Assessment guidelines

Candidates could work in groups to meet the requirements of this assessment, but should produce an individual report on their contribution towards the final presentation.

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: DR2J 35

Unit title: Music Industry Management 2

Superclass category: AF

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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 Industry Management 2

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 cover three distinct issues: the management of change and how to analyse the problems associated with change and devise an appropriate strategy to diminish its implementation; the examination of contemporary issues associated with music management and how they will impact on the business; and devising a negotiation strategy. The last issue should be dealt with in a practical manner, as it requires the exploration of issues, which should be presented interactively.

Outcome 1 looks at the internal and external factors that bring about the need for change, dealing with a variety of controllable internal issues and also examining the effects of political, economic, sociological and technological effects on the functioning of the organisation. The resistance to change and how this may be reduced is an important aspect of this Outcome and appropriate models of change management, such as Lewin's, should be used to illustrate a means of minimising the problems associated with change.

Outcome 2 examines the effects of the changing environment on music management and should be treated as a dynamic area of study taking into account the latest issues as they occur. Areas identified within the Unit should only be taken as examples to illustrate issues at the time of writing and the topics dealt with should reflect the context at the time of delivery.

Outcome 3 develops the basic skills from Music Industry Management 1 (DJ2N 34) and requires the candidates to further explore the issues involved in negotiating skills and closing deals. Candidates will have to research the background for their proposition and prepare a comprehensive plan directed at a target market, anticipating objections and participate in a role-play exercise within the context of the music industry.

Guidance on the delivery and assessment of this Unit

This has been developed as a mandatory Unit in the framework for HND Music Business and is designed to build on the management skills introduced in Music Industry Management 1 (DJ2N 34) and provide candidates with the skills to manage change, comprehend evolving management issues and successfully plan and negotiate a deal.

The Unit content would benefit by input from guest lecturers working in music management.

Assessment:

Outcome 1 requires the candidate to generate evidence in response to extended response questions addressing each of the knowledge and/or skills. Assessment should take place under controlled conditions at a single assessment event. Candidates should have access to their own previously prepared notes prior to the assessment, to act as prompts for providing responses to the questions.

Higher National Unit specification: support notes (cont)

Unit title: Music Industry Management 2

Outcome 2 requires evidence for the knowledge and/or skills to be generated in response to a research brief, leading to a report, taking place over a period of 8–10 weeks.

The assessment of this Outcome could be conducted as a single assessment consisting of a project conducted under open-book conditions designed to meet all the knowledge and/or skills of the Outcome.

Outcome 3 requires candidates to produce a written project outlining a negotiation strategy and undertake a role-play exercise. Evidence should be collected by video recording and tutor checklist.

Evidence for the project should be generated in open-book conditions. Evidence for the role-play should be generated through assessment undertaken in controlled conditions to ensure the authenticity of work produced. Candidates should have access to their own previously prepared notes prior to the role-play exercise, to act as a prompt.

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 assessments are delivered in an appropriate manner.

For further information and advice please refer to *Assessments and Quality Assurance for Open and Distance Learning* (SQA 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 Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs*, which is available on the SQA website www.sqa.org.uk.

General information for candidates

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This Unit focuses on three distinct issues: the management of change and how to analyse the problems associated with change and devise an appropriate strategy to diminish its implementation; the examination of contemporary issues associated with music management and how they will impact on the business; and devising a negotiation strategy.

Outcome 1 looks at the internal and external factors that bring about the need for change, dealing with a variety of controllable internal issues and also examining the effects of political, economic, sociological and technological effects on the functioning of the organisation. The resistance to change and how this may be reduced is an important aspect of this Outcome and appropriate models of change management will be used to illustrate a means of minimising the problems associated with change.

Outcome 2 examines the effect of the changing environment on music management and will be treated as a dynamic area of study taking into account the latest issues as they occur.

Outcome 3 develops your basic skills from Music Industry Management 1 (DJ2N 34) and will further explore the issues involved in negotiating skills and closing the deal. You will have to research the background for the proposition and prepare a comprehensive plan directed at a target market, anticipating objections and delivering a professional presentation within the context of the music industry.

Assessment will take the following form:

Outcome 1 requires you to generate evidence in response to extended response questions. Assessment should take place under open-book, controlled conditions at a single assessment event. You will have access to notes to act as prompts for providing responses to the questions.

Outcome 2 requires you to generate evidence in response to a research brief. This will take the form of a report. You should be issued with the research brief at least eight weeks prior to the submission date.

Outcome 3 requires you to produce a written project and undertake a role-play exercise. You will be recorded on video while undertaking the role-play exercise; the tutor will also use an observation checklist to record key features as well as how you coped generally with the scenario.

You will have access to your own prepared notes prior to the role-play assessment, to act as a prompt.