



Higher National Unit Specification

General information for centres

Unit title: Music Industry Management 1

Unit code: F5CR 34

Unit purpose: This Unit is designed to give candidates an underpinning knowledge of the basic theories of management as they relate to the music industry. It is intended that the Unit will provide an introduction to the elements of the management function, leadership styles, motivational theories and an introduction to the skills necessary for effective negotiation. It is primarily intended for candidates who need to develop management skills and gain an understanding of the tools necessary for maintaining a well-led and motivated team. The Unit also provides the basis for developing an appropriate set of negotiating skills which may be applied at various levels within the music business.

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

- 1 Describe the development of theories of management.
- 2 Evaluate approaches to leadership.
- 3 Select strategies for motivating others.
- 4 Apply negotiation skills.

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 good communication skills. These may be demonstrated by the achievement of Core Skill *Communication* at Higher level or by possession of Higher English and Communication or a suitable HN 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.

Context for delivery: This is a mandatory 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.

General information for centres (cont)

Assessment: The Unit could be assessed by using two separate instruments of assessment with Outcomes 1, 2 and 3 being assessed by case study and Outcome 4 being assessed by project and role-play.

Evidence for this Unit could be generated through assessment undertaken in controlled conditions.

Outcomes 1, 2 and 3 can be assessed individually or holistically by responses to short answer questions or by responses to a case study.

Outcome 4 can be assessed by a written project and role play; evidence may be collected by video recording and tutor checklist.

Evidence for this Unit should be generated through assessment undertaken in controlled conditions. There must be arrangements in place to ensure the authenticity of work produced.

Higher National Unit specification: statement of standards

Unit title: Music Industry Management 1

Unit code: F5CR 34

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

Describe the development of theories of management

Knowledge and/or Skills

- ◆ Differences between management and leadership
- ◆ Functions of management
- ◆ Historical development of management theories
- ◆ Approaches to management

Evidence Requirements

Candidates will need written evidence to demonstrate their Knowledge and/or Skills by showing that they can, with reference to empirical and theoretical models:

- ◆ discriminate between management and leadership
- ◆ identify functions of management
- ◆ summarise the development of management theories
- ◆ categorise approaches to management into theories and/or styles

Evidence for this Unit could be generated through assessment undertaken in open-book controlled conditions. Outcomes 1, 2 and 3 can be assessed individually or holistically by responses to short answer questions or by responses to a case study.

Assessment Guidelines

The assessment of this Outcome could be conducted as a single controlled assessment consisting of short answer questions or as a case study combined with Outcomes 2 and 3. Where a case study is used candidates may be given a copy of this 7–10 days before the assessment event takes place. Candidates may bring notes prepared by themselves to the assessment and these must be submitted at the end of the assessment period.

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 1

Outcome 2

Evaluate approaches to leadership

Knowledge and/or Skills

- ◆ Leadership theories and styles
- ◆ Leadership skills

Evidence Requirements

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

- ◆ compare and contrast theories of leadership and leadership styles
- ◆ illustrate personal and social skills required for successful leadership
- ◆ judge which approach(es) to leadership to adopt in a given situation

Evidence for this Unit could be generated through assessment undertaken in open-book controlled conditions. Outcomes 1, 2 and 3 can be assessed individually or holistically by responses to short answer questions or by responses to a case study.

Assessment Guidelines

The assessment of this Outcome could be conducted as a single controlled assessment consisting of short answer questions or as a case study combined with Outcomes 1 and 3. Where a case study is used candidates may be given a copy of this 7–10 days before the assessment event takes place. Candidates may bring notes prepared by themselves to the assessment and these must be submitted at the end of the assessment period.

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 1

Outcome 3

Select strategies for motivating others

Knowledge and/or Skills

- ◆ Reward and reinforcement
- ◆ Intrinsic and extrinsic motivation
- ◆ Motivational theories

Evidence Requirements

Candidates will need evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ explain the concepts of reward and reinforcement
- ◆ discriminate between intrinsic and extrinsic motivation
- ◆ identify theories of motivation
- ◆ select strategies to motivate others to achieve identified goals

Evidence for this Unit could be generated through assessment undertaken in open-book controlled conditions. Outcomes 1, 2 and 3 can be assessed individually or holistically by responses to short answer questions or by responses to a case study.

Assessment Guidelines

The assessment of this Outcome could be conducted as a single controlled assessment consisting of short answer questions or as a case study combined with Outcomes 1 and 2. Where a case study is used candidates may be given a copy of this 7–10 days before the assessment event takes place. Candidates may bring notes prepared by themselves to the assessment and these must be submitted at the end of the assessment period.

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 1

Outcome 4

Apply negotiation skills

Knowledge and/or Skills

- ◆ Definition of negotiation
- ◆ Preparation of approach
- ◆ Communication
- ◆ Bargaining
- ◆ Closing techniques

Evidence Requirements

Candidates will need evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ define negotiation and bargaining techniques
- ◆ prepare an approach for a specified music industry negotiation
- ◆ identify communication skills important to successful negotiation
- ◆ use an appropriate bargaining model in a specified negotiation
- ◆ use specified closing techniques to successfully conclude a negotiation

Evidence may be collected by video recording and tutor checklist.

Evidence for this Outcome should be generated through assessment undertaken in controlled conditions to ensure the authenticity of work produced.

Assessment Guidelines

Candidates could work in groups to meet the requirements of this assessment.

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: F5CR 34
Unit title: Music Industry Management 1
Superclass category: AF
Date of publication: August 2008
Version: 01

History of changes:

Version	Description of change	Date

Source: SQA

© Scottish Qualifications Authority 2009

This publication may be reproduced in whole or in part for educational purposes provided that no profit is derived from reproduction and that, if reproduced in part, the source is acknowledged.

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of Higher National qualifications.

Additional copies of this Unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Customer Contact Centre for further details, telephone 0845 279 1000.

Higher National Unit specification: support notes

Unit title: Music Industry Management 1

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 primarily intended to introduce candidates to the basics of management giving them an understanding of the tools necessary for maintaining a well led and motivated team. The Unit also provides the basis for developing an appropriate set of negotiating skills which may be applied at various levels within the music business.

Although the Unit is expressed in generic terms every effort should be made to examine the theories in a contextualised manner using music industry related examples wherever possible.

Outcome 1 looks at the development of management theories. Candidates should become familiar with the terminology and the rationale for the development of the theories in their historical context.

Outcome 2 looks at leadership styles and candidates should be encouraged to think of the theories in terms of their present day applications:

- ◆ trait theories limitations and the lack of agreement as to which traits are necessary for a good leader
- ◆ the situations in which the four main leadership styles (autocratic, paternalistic, democratic and laissez-faire) may work and where they would be inappropriate
- ◆ how the elements of the Tannenbaum and Schmidt continuum could be applied to the present day music industry
- ◆ using the Blake and Mouton managerial grid to assess a leader's style

Outcome 3 deals with models of motivation and, although it is essential that the candidates know the theoretical aspects, it is particularly important that they understand how they may be applied to develop a well motivated team in present day circumstances. Candidates should be made aware of:

- ◆ the time setting of each of the group of theories
- ◆ the developments from theories such as job rotation, job enlargement and job enrichment
- ◆ the distinction between and importance of extrinsic and intrinsic motivational factors
- ◆ the problems in applying the theories to the changing demands of organisations

Higher National Unit specification: support notes (cont)

Unit title: Music Industry Management 1

Outcome 4 deals with the basic skills required for effective negotiation and candidates should be made aware of:

- ◆ the basic techniques of negotiation in a music industry context.
- ◆ the importance of being well prepared before entering a negotiation situation, in terms of background detail from the side of the negotiator and information on the party to be negotiated with.
- ◆ effective communication particularly in terms of use of body language to develop control or empathy. The importance of active listening skills to determine the needs of the party being negotiated with.
- ◆ the planning of a bargaining strategy with room for adjustment to match circumstances.
- ◆ the importance of preparing closing techniques with the ability to adjust to the personality of those being negotiated with.

Guidance on the delivery and assessment of this Unit

This is a mandatory Unit in the HNC/D Music Business framework and is designed to provide candidates with the skills and knowledge related to music management. The Unit should take into account the various levels at which candidates may enter management, and should therefore be suitable for those managing on a self employed basis, as well as those entering employment in a music related organisation.

Assessment will be by the methods suggested for the Outcomes and may consist of separate assessments for Outcomes 1 to 3 plus a case study/role play for Outcome 4 or Outcomes 1 to 3 may be assessed holistically by a single case study.

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.

Candidates with disabilities and/or additional support needs

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. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* (www.sqa.org.uk).

General information for candidates

Unit title: Music Industry Management 1

This Unit is designed to enable you to recognise and apply the main issues involved in leading and motivating an effective team. The Unit will address issues directly related to the music industry and put into context the theories of leadership and motivation. Negotiation skills are also dealt with in the Unit and should provide you with the practical skills to deal with representatives of other organisations with confidence.

The Unit is about the skills required by an effective manager. It has four main areas, each of which is the subject of a separate Outcome.

- In Outcome 1 you will look at the development of management theories.
- In Outcome 2 you will look at styles of leadership.
- In Outcome 3 you will look at motivational theories. Their application will be dealt with in the context of how they may be used to create and maintain a satisfied and efficient team.
- Outcome 4 deals with negotiation skills and is designed to provide you with the specific communication skills required for effective negotiation.

Overall you will be expected to use the knowledge and skills from the Unit to enable you to assess how to effectively lead and motivate a group of people at various levels within the music industry and be able to negotiate effectively on behalf of your organisation or clients.