

# PROGRAMME SPECIFICATION

## Bachelor of Arts with Honours in Management of Music, Entertainment, Theatre and Events

<b>Awarding institution</b>	Liverpool John Moores University
<b>Teaching institution</b>	Liverpool Institute for Performing Arts
<b>JACS Code</b>	W375
<b>Programme Duration</b>	Full-Time: 3 Years
<b>Language of Programme</b>	All LJMU programmes are delivered and assessed in English
<b>Subject benchmark statement</b>	General Business and Management
<b>Programme accredited by</b>	Joint Audio Media Education Support
<b>Description of accreditation</b>	
<b>Validated target and alternative exit awards</b>	Bachelor of Arts with Honours in Management of Music, Entertainment, Theatre and Events  Diploma of Higher Education in Management of Music, Entertainment, Theatre and Events  Certificate of Higher Education in Management of Music, Entertainment, Theatre and Events
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## Educational aims of the programme

1. To develop the student's interest in, and knowledge and understanding of, music, entertainment, theatre and events organisations, their management and the changing environment in which they operate
2. To prepare students for a career in music, entertainment, theatre and events management, by:
  - improving their verbal and written communication skills
  - developing their ability to work successfully within teams
  - providing them with an understanding of management and opportunities to apply that in practice, increasing their self-confidence and self-awareness
  - fostering an ability to liaise and work with artists
  - enhancing their problem-solving, networking, I.T., planning, self-management, and negotiating skills
  - cultivating an aptitude for analysis and critical evaluation
  - introducing them to employment and self-employment possibilities within the music, entertainment, theatre and events industries
3. To enhance skills and attributes in order to equip graduates to become effective global citizens

### Alternative Exit/ Interim Award Learning Outcomes - Certificate of Higher Education

*A student who is eligible for this award will be able to:*

A1 recognise and explain a range of management principles and techniques within the context of music, theatre and entertainment projects, events, facilities and activities with particular reference to: • marketing and managing customer expectations • sources, use and management of finance • the management of organisations • legal issues

A2 describe the contemporary landscape of the performing arts and the disciplines which constitute it alongside an appreciation of the histories and practices which have impacted on management within music, entertainment, theatre and events industries

A3 recognise the need for individuals and organisations to manage responsibly and behave ethically in relation to social, cultural, economic and environmental issues

A4 identify and use research skills and processes

A5 recognise principles relating to management of people within music, entertainment, theatre and events industries

B1 describe a selected group of theories and critical perspectives and explain their purpose (Context)

- B2 propose and counter propose to highlight a key point (Context)
- B3 retrieve appropriate materials for the purpose of answering questions or meeting goals (Context)
- B4 recognise and solve problems and make decisions using appropriate quantitative and qualitative skills
- C1 outline basic projects and identify ways of achieving them using established approaches (PD)
- C2 recognise opportunities for enterprise and describe ways of progressing ideas (PD)
- C3 participate in group activities and describe and discuss the process encountered (PD)
- C4 describe experience and reflect on strengths, weaknesses and opportunities (PD)
- D1 recognise the principles of professional working and record approaches and identify problems (PD)
- D2 identify relevant skills for effective oral and written communication (PD)
- D3 recognise interpersonal networking skills including effective listening, negotiating, persuasion and presentation (PD)
- D4 learn to learn and develop an appetite for learning (PD)

### **Alternative Exit/ Interim Award Learning Outcomes - Diploma of Higher Education**

*A student who is eligible for this award will be able to:*

- A1 analyse and apply a range of management principles and technique within the context of music, theatre and entertainment projects, events, facilities and activities
- A2 analyse the impact of contemporary issues and developments on management in the fields of music, entertainment, theatre and events
- A3 apply their understanding of the need for individuals and organisations to manage responsibly and behave ethically in relation to social, cultural, economic and environmental issues
- A4 apply research skills and processes in undertaking research into business and management issues for projects and business plans
- A5 explain and apply knowledge and understanding of the management of people, information, resources and operations within music, entertainment, theatre and events industries
- B1 analyse critical perspectives and theories and apply them in pursuit of argument or reason (Context)
- B2 debate and defend perspectives in the light of challenge (Context)
- B3 survey a range of materials or evidence relevant to a given topic and select to support the elucidation of a position or argument (Context)
- B4 apply quantitative and qualitative skills as appropriate to manipulate data and solve business problems
- C1 analyse problems and identify solutions and action plans (PD)
- C2 apply their understanding of issues and processes affecting employment and self-employment in chosen fields including knowledge of enterprise development (PD)
- C3 apply professional and practical skills to collaborate with creative and technical partners to deliver successful music, theatre and entertainment projects, events, facilities and activities (PD)
- C4 analyse their own strengths and weaknesses and develop appropriate action plans (PD)
- D1 effectively self-manage in terms of time, planning, behaviour, motivation, self-starting, individual initiative and enterprise (PD)
- D2 communicate effectively, orally and in writing, using a range of media which are widely used in business (PD)
- D3 demonstrate interpersonal networking skills including effective listening, negotiating, persuasion and presentation (PD)
- D4 evaluate their own performance and learning needs, and undertake relevant learning and action as a result (PD)

### **Target award Learning Outcomes - Bachelor of Arts with Honours**

*A student successfully completing the programme of study will have acquired subject knowledge and understanding as well as skills and other attributes.*

#### **Knowledge and understanding**

*A student who is eligible for this award will be able to:*

- A1. synthesise, evaluate and apply a systematic and coherent body of knowledge relevant to management in

the music, entertainment, theatre and events environment

A2. synthesise and critically evaluate the impact of contemporary issues and developments on a specific area of management in the fields of music, entertainment, theatre and events

A3. synthesise and apply their understanding of the need for individuals and organisations to manage responsibly and behave ethically in relation to social, cultural, economic & environmental issues

A4. synthesise and evaluate research methodologies in order to design, present and implement their own practical research methodology

A5. utilise appropriate techniques and skills for managing people, information, resources and operations to achieve project outcomes

### **Teaching, learning and assessment methods used to enable outcomes to be achieved and demonstrated**

Students are encouraged throughout the degree to become independent and self-directed. The provision of all resources (including Module Handbooks) by means of a VLE rather than through course handouts is consistent with this philosophy. The level of independence increases at each level, with students determining their own areas of specialisation at Level 6.

Teaching and learning is delivered through a variety of methods. These include lectures, seminars and workshops, small group tutorials and individual tutorials.

In addition, in-house and external practical projects in levels 4 and 5, targeted at internal and external audiences, afford opportunities for students to apply the underpinning knowledge they have gained.

In Level 6 a long term work placement affords further opportunity for application and reinforcement of knowledge. The Professional Development 3 module requires students to produce and present a portfolio documenting their professional practice throughout their time at LIPA.

Level 6 also provides an opportunity for supervised, independent and self-directed study, in particular, within the Management Research Paper and Contemporary Issues in Management modules.

In all 3 levels students are exposed to real world business issues by means of case studies, visits and regular series of inputs from practising managers in music, theatre, entertainment and events industries. This includes the annual Graduate Conference, when former LIPA Management graduates speak to current students about their experiences in employment since graduating.

Throughout the degree the student is encouraged to undertake independent reading to both supplement and consolidate what is being taught and learnt and to broaden their individual knowledge and understanding of the subject.

### **Assessment**

Testing of the knowledge base is undertaken through a combination of methods as follows:

- Unseen written examination
- Short answer questions
- Individual and group presentations
- Essays
- Interview
- Business Plan
- Portfolio collation
- Written self-evaluation
- Continuous assessment
- Written research paper
- Project-based assessment - combining practical coursework and written journal or evaluation

## **Skills and other attributes**

### **Intellectual Skills**

*A student who is eligible for this award will be able to:*

B1. reason and argue effectively drawing upon a comprehensive range of critical perspectives and evidence (Context)

B2. engage in mature reasoning which acknowledges contradiction and difference in approaches and understanding in the subject area (Context)

B3. research and examine information, materials (both secondary and primary sources) and experiences, formulate independent judgements, and articulate reasoned arguments through reflection, review and evaluation (Context)

B4. evaluate business problems and situations and utilise quantitative and qualitative skills as appropriate

### **Teaching, learning and assessment methods used to enable outcomes to be achieved and demonstrated**

Intellectual skills are developed through the teaching and learning programme outlined above. Each module, whatever the format of the teaching, involves discussion of key issues, practice in applying concepts both orally and in writing, analysis and interpretation of material, and individual feedback (written or verbal) for students on work produced.

Students receive initial guidance on how to identify, locate and use material available in libraries and elsewhere. Comprehensive bibliographies are provided for each module at the outset, as are guidelines for the production of coursework essays, extended essays and dissertations.

Classes and tutorials are given on research design, data collection and analysis techniques. Throughout their studies, students take classes in a range of management disciplines and are introduced and invited to use appropriate models.

### **Assessment**

Students' abilities to demonstrate intellectual skills are assessed using a range of assessment methods, in particular:

- Individual and group presentations
- Essays
- Interview
- Business Plan
- Written research paper

## **Professional practical skills**

*A student who is eligible for this award will be able to:*

C1. analyse problems and identify solutions and action plans (PD)

C2. apply their understanding of issues and processes affecting employment and self-employment in chosen fields including knowledge of enterprise development (PD)

C3. apply professional and practical skills to collaborate with creative and technical partners to deliver successful music, theatre and entertainment projects, events, facilities and activities (PD)

C4. analyse their own strengths and weaknesses and develop appropriate action plans (PD)

### **Teaching, learning and assessment methods used to enable outcomes to be achieved and demonstrated**

Students are provided with regular support and guidance throughout the degree to help them to develop career plans, and to identify and take advantage of opportunities for professional practice. Professional practice could include collaborative projects; relevant work or voluntary experience; contributing to second year practical management projects; and enterprise activities. The work placement at level 6 promotes the further development of skills C1-C4 in a real world situation.

### **Assessment**

Skills C1-C4 are primarily assessed through contribution to projects and placement, in particular through

- Interview
- Portfolio collation
- Written self-evaluation
- Continuous assessment
- Project-based assessment - combining practical coursework and written journal or evaluation

## **Transferable / key skills**

*A student who is eligible for this award will be able to:*

D1. synthesise a range of approaches to achieve successful working relationships and an effective professional manner or attitude (PD)

D2. evaluate, select and apply appropriate techniques and methods for professional and effective oral and written communication (PD)

D3. perform effectively within a team environment including leadership, team building, influencing and collaborative skills (PD)

D4. apply and evaluate theoretical knowledge in order to critically review, reflect upon and evaluate their own performance and progress (PD)

### **Teaching, learning and assessment methods used to enable outcomes to be achieved and demonstrated**

Many modules require regular written work, usually in the form of essays, and regular feedback on this is given to the student to develop not only their understanding but also their powers of expression.

Students are offered a good range of opportunities to develop and demonstrate their written and verbal communication skills, culminating in the 12,000 word Management Research Paper and a verbal presentation to students and guests at the Contemporary Issues in Management Conference.

Skills are developed in classes, seminars and tutorials, relying on discussion and interaction, as well as presentations given by individuals or groups of students.

Students work in teams in a number of modules and at times, they receive a team mark rather than individual mark.

Students are frequently required to reflect on their strengths, weaknesses, performance and development in skills D1-D4 as part of their self-evaluations.

### **Assessment**

Skills D1-D4 are assessed by coursework, presentations, self-evaluations, and performance in practical modules.

## **Programme structure - programme rules and modules**

### **Programme rules**

The programme is divided into study units called modules. A 10 credit module typically comprises 100 hours of learning activity comprising student contact (lectures, workshops, seminars, tutorials and performance project supervision), course work preparation and private study. All students take modules to the value of 100 credits each year/credit level. The appropriate module-unit credits are awarded for the successful achievement of the learning outcomes for the module.

The full programme award, BA with Honours, is achieved upon the successful completion of 360 credits.

All modules on the Management of Music, Entertainment, Theatre and Events programme are core.

### **Award Requirements**

Bachelor of Arts with Honours in Management of Music, Entertainment, Theatre and Events: 360 credits

Diploma of Higher Education in Management of Music, Entertainment, Theatre and Events: 240 credits

Certificate of Higher Education in Management of Music, Entertainment, Theatre and Events: 120 credits

Level 6	Potential Awards on completion	Bachelor of Arts with Honours
Core	Option	Award Requirements
6500MMET The Professional 3 (10 credits) 6501MMET Management Research Paper (40 credits) 6502MMET Practical Management Placement (The Arts Manager) (40 credits) 6503MMET The Literature Review (10 credits) 6504MMET Contemporary Issues in Management (20 credits)		120 core credits at level 6 0 option credits at level 6
Level 5	Potential Awards on completion	
Core	Option	Award Requirements
5500MMET The Professional 2 (20 credits)		120 core credits at level 5 0 option credits at level 5

5501MMET Practical Management Project (PMP) (20 credits) 5502MMET Context 2 (Cultural Policy) (10 credits) 5503MMET The Producers (20 credits) 5504MMET Music, Entertainment, Theatre and Events Management in the Contemporary World (10 credits) 5505MMET Live Performance and Event Management (20 credits) 5506MMET Enterprise and Business Planning (20 credits)		
Level 4	Potential Awards on completion	
Core	Option	Award Requirements
4500MMET Raising Funds and Managing Finance (20 credits) 4500PD1 The Professional 1 (10 credits) 4501MMET Introduction to Professional Practice (20 credits) 4502MMET Context 1 (10 credits) 4503MMET Managing Organisations (20 credits) 4504MMET Marketing (20 credits) 4505MMET Entertainment Law (20 credits)		120 core credits at level 4 0 option credits at level 4

## Information about assessment regulations

All programmes leading to LJMU awards operate within the University's Academic Framework.  
<https://www.ljmu.ac.uk/about-us/public-information/academic-quality-and-regulations/academic-framework>

Variance exists for year-long modules at levels 4, 5, and 6

1X40 credit module at Level 6 which is not a research project

## Opportunities for work-related learning ( location and nature of activities)

Six modules in particular focus on the development of practical skills and undertaking professional practice in preparation for a career in management of music, entertainment, theatre and events:

Introduction to Professional Practice - students are expected to undertake a minimum of 100 hours of professional practice, including a collaborative project with students from other LIPA degrees. Students will be provided with regular support and guidance to help them to identify and take advantage of opportunities for professional practice. Professional practice could include collaborative projects; relevant work or voluntary experience; contributing to second year practical management projects; and enterprise activities.

Practical Management Project –second years manage practical projects, working alongside peers and first years, supervised by a relevant tutor.

The Producers– second year students work in teams to deliver a production project of their own devising.

Professional Development 2 –second year students produce a career plan and job application, and undertake a minimum of 50 hours of professional practice.

Practical Management Placement - third year students undertake a work placement throughout the first term of their final year, incorporating a minimum of 310 hours of professional practice. They are expected to find and apply for their own placement, and are assessed on their practical contribution (as measured through observation, a portfolio of evidence, a site visit and a mentor's report), and on their written reflective evaluation. Many students gain their first employment after LIPA as a direct or indirect result of their placement. Staff ensure that the work placements adhere to the QAA Code of Practice on Work-based learning and placements with learning outcomes clearly identified (through an agreed Learning Contract). Staff also ensure that placements contribute to the overall aims of the programme and clear guidelines are provided so that they can be assessed equitably.

Professional Development 3 – third year students present a portfolio, summarising and evaluating their professional practice, and articulating future career and personal development plans.

## Criteria for admission

### A/AS Level

We are committed to accepting students on to this course who have the potential to succeed in making performance possible and who will gain sustained work in the performing arts and entertainment industries. With this in mind we wish to identify through applications and interview or audition key attributes and achievements.

The key attributes that we seek to identify are:

- Knowledge, ability and experience of organisation and management
- Commitment to the performing arts and public events
- Ability to work effectively with others
- Broad interest and engagement
- Self-awareness
- Spirit of enterprise

The minimum educational standard that we are looking for is:

### GCSEs

We normally require a minimum of five GCSEs grade C. These should include Maths and English.

Plus a minimum of 96 UCAS tariff points (2017 tariff) or 240 UCAS tariff points (2016 tariff).

We accept all types of equivalent qualifications, the following are the most common UK qualifications that people tend to apply to us with:

### A/AS Level

This should be from three A Levels (i.e. grades C, C, C), excluding General Studies. Points from AS and Key Skills are not counted.

### BTEC National Diploma

Extended Diploma (i.e. Merit, Merit, Merit profile).

BTEC Diploma (i.e. Distinction, Distinction). Acceptable on its own and combined with other qualifications such as an A Level, in which case total needs to be 96 (2017 UCAS tariff points) or 240 (2016 UCAS tariff points) across both qualifications.

90 Credit Diploma. Only acceptable when combined with other qualifications such as an A Level.

### Irish Leaving Certificate

From 5 subjects at higher level.

### Scottish Higher

From 5 subjects, 3 of which must be at an Advanced level

### International Baccalaureate

International Baccalaureate

Acceptable on its own and with other qualifications.

### Welsh Baccalaureate

Acceptable on its own but is ideally combined with other qualifications as it is equivalent to one A Level.

### Other

Audition or Interview

Candidates are invited to audition/interview on the basis of completing the LIPA and/or UCAS application form.

We look for evidence of the key attributes and an ability to achieve the qualifications standard. In exceptional cases people may be invited to audition/interview who have not met or are not on course to meet the qualifications standard. In these cases there must be substantial potential demonstrated against the other attributes.

The audition or interview allows us to evaluate you as a practitioner in your area of interest. Offers of a place will follow where you demonstrate high ability and the potential to succeed.

For this course the audition/interview format includes an introduction to LIPA, a critical writing exercise, a practical workshop, simple quantitative methods examination and an informal presentation of a prepared report and interview.

An offer of a place may be made on the basis of the application form alone.

## Equal Opportunity

LIPA is an equal opportunities organisation and aims to successfully recruit students from a wide range of different socio-economic and personal backgrounds.

To ensure we provide effective equality of opportunity within the application process we carefully consider each application individually and acknowledge differences that can exist between applicants' experiences from diverse backgrounds. We regularly update our approaches to take into account changing understanding of communities and cultures and we monitor applicant/student characteristics such as age, gender and ethnicity.

## Recognition of Prior (Experiential) Learning [RP(E)L] and Credit Transfers

If you can demonstrate that you have already achieved learning equivalent to a module or modules, or a level of study, in the programme then you may be eligible to be awarded credit for this learning or to have credit transferred from another UK institution.

You will be required to complete an application to have your qualifications or experience approved by the Head of Discipline and the university. This requires the presentation of appropriate evidence and we will map the evidence against the programme outcomes to be certain of equivalence. If approved credit will be awarded and you will proceed on to the appropriate level of the course to complete the remaining credit for the award.

## Knowledge, ability and experience in Management

We expect applicants to demonstrate some experience of managing either music, theatre or entertainment projects and events. This might include promoting a band, providing front of house or box office support for performances, publicising shows or helping organise other aspects of performing arts events.

## Commitment to Management

We look for signs that applicants have pursued interest in this area by seeking out extra opportunities to get involved in projects in addition to those which are part of your school qualifications. These opportunities may have been extra-curricular projects at school or college or applicants may have volunteered to work at a local theatre, arts centre, music venue, festival or radio station or have gained some paid-for work experience. We know that some geographic areas offer limited possibilities for this, so signs of commitment and enterprise in seeking experience can sometimes be enough.

## Ability to work effectively with others

We look for signs that applicants have the ability to work well with others. For example, can they demonstrate the ability to listen to others and offer support and encouragement?

## Broad interest and engagement

We look for evidence that applicants are open to learning about management across all aspects of the entertainment industry while studying with us and are interested in engaging fully with life here.

## Self-awareness

We are eager to understand the reasons for applying to us and how applicants think the Management programme will help you to grow and achieve your career aspirations.

## A spirit of enterprise

We look for evidence that applicants are able to work on their own initiative and are interested in creating their own opportunities. Good examples might be projects applicants have been involved with that were not part of regular school/college curriculum.

## Mature entry

We welcome applications from mature students. Given the wide range of backgrounds, qualifications and experience that mature applicants may offer, entry requirements are not necessarily rigid and can vary from one individual to another. Substantial experience in your chosen area of interest can be accepted instead of formal qualifications. You should make your experience clear in your application.

## Overseas qualifications

We welcome applications from students with qualifications from outside of the UK. Each application is considered on an individual basis and mapped to the appropriate entry level. We value the diversity of experience that students from different backgrounds bring to the course.

We require an IELTS score of 6.

## External Quality Benchmarks

All programmes leading to LJMU awards have been designed and approved in accordance with the UK Quality Code for Higher Education, including the Framework for Higher Education Qualifications in the UK (FHEQ) and subject benchmark statements where applicable.

The University is subject to periodic review of its quality and standards by the Quality Assurance Agency (QAA) Published review reports are available on the QAA website at [www.qaa.ac.uk](http://www.qaa.ac.uk)

Programmes which are professionally accredited are reviewed by professional, statutory and regulatory bodies (PSRBs) and such programmes must meet the competencies/standards of those PSRBs.

## Support for students and their learning

The University aims to provide students with access to appropriate and timely information, support and guidance to ensure that they are able to benefit fully from their time at LJMU. All students are assigned a Personal Tutor to provide academic support and when necessary signpost students to the appropriate University support services.

Students are able to access a range of professional services including:

- Advice on practical aspects of study and how to use these opportunities to support and enhance their personal and academic development. This includes support for placements and careers guidance.
- Student Advice and Wellbeing Services provide students with advice, support and information, particularly in the areas of: student funding and financial matters, disability, advice and support to international students, study support, accommodation, health, wellbeing and counselling.
- Students studying for an LJMU award at a partner organisation will have access to local support services

## Methods for evaluating and improving the quality and standards of teaching and learning

### Student Feedback and Evaluation

The University uses the results of student feedback from internal and external student surveys (such as module evaluations, the NSS and PTES), module evaluation questionnaires and meetings with student representatives to improve the quality of programmes.

### Staff development

The quality of teaching is assured through staff review and staff development in learning, teaching and assessment.

### Internal Review

All programmes are reviewed annually and periodically, informed by a range of data and feedback, to ensure quality and standards of programmes and to make improvements to programmes.

### External Examining

External examiners are appointed to programmes to assess whether:

- the University is maintaining the threshold academic standards set for awards in accordance with the FHEQ and applicable subject benchmark statements
- the assessment process measures student achievement rigorously and fairly against the intended outcomes of the programme(s) and is conducted in line with University policies and regulations
- the academic standards are comparable with those in other UK higher education institutions of which external examiners have experience
- the achievement of students are comparable with those in other UK higher education institutions of which the external examiners have experience

and to provide informative comment and recommendations on:

- good practice and innovation relating to learning, teaching and assessment observed by external examiners
- opportunities to enhance the quality of the learning opportunities provided to students

### **Please note:**

*This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content, teaching, learning and assessment methods of each module can be found in module and programme guides.*