



Republic of Rwanda
Ministry of Education



MPAMB401

MUSIC BUSINESS SKILLS

Integrate Music Business Skills

RQF Level: 5

Learning Hours

60Hrs

Credits: 6

Sector: Arts and Crafts

Trade: Music and Performing Arts

Module Type: General

Curriculum: ARCPA5001 - TVET Certificate IV In Music And Performing

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Purpose statement	The purpose of the "Music Business Management" module is to equip students with a comprehensive understanding of the music business, enabling them to demonstrate industry knowledge, apply effective promotion strategies, manage artists proficiently, develop skills in music technology, and perform event management tasks. Through this module, students will gain practical experience and theoretical insights that prepare them for various roles within the music business, fostering both their creative and managerial capabilities in a dynamic and evolving industry.				
Learning assumed to be in place	Music Arrangement, Perform Gakondo music, compose music, Perform Instrument Professionally, apply music Innovation, Perform Vocal Professionally, Music Production.				
Delivery modality	Training delivery		100%	Assessment	
	Theoretical content		30%		30%
	Practical work:		70%		50%
	<ul style="list-style-type: none"> Group work and presentation 	30%			
	<ul style="list-style-type: none"> Individual work 	40%			
			Summative Assessment		50%

Elements of Competency and Performance Criteria

Elements of competency	Performance criteria
1. DEMONSTRATE MUSIC INDUSTRY KNOWLEDGE	1.1. Connection between industry segments is correctly described based on their respective functions
	1.2. Current trends are consistently monitored based on data analysis
	1.3. Terms and conditions of various contracts are well interpreted in line with their types.
	1.4. Knowledge of copyright laws is effectively implemented in accordance to industry legal framework

	1.5. Different revenue streams are accurately identified based on their source of origin.
	1.6. The distribution of royalties is effectively explained relying on contractual arrangements.
2. APPLY PROMOTION STRATEGIES	2.1. Brand identity is properly crafted in accordance with the brand guide lines
	2.2. Promotional materials are accurately created in line with brand identity.
	2.3. Promotion on social media is properly carried out based on the target audiences
	2.4. Endorsement deals are correctly acquired based on artist's vision and values.
3. MANAGE ARTIST	3.1. The fan base is effectively expanded through strategic outreach and engagement initiatives.
	3.2. A proficient management team is formed to meet organizational goals and needs
	3.3. Team synergy is efficiently applied through effective communication and collaboration strategies.
	3.4. Performance contracts are appropriately negotiated according to mutually beneficial terms and conditions.
4. DEVELOP MUSIC TECHNOLOGY PROFICIENCY	4.1. Digital Music distribution is strategically conducted in line with industry standards and target audience preferences
	4.2. Digital promotional materials are accurately created based on marketing strategies.
	4.3. Digital Interaction with fans is conducted according to engagement strategies.
	4.4. "Industry trends are monitored and analysed to ensure staying updated with current developments.
5. PERFORM EVENT MANAGEMENT	5.1. Performance venues and dates are secured based on event needs and audience preferences
	5.2. Performer contracts are assured in accordance with agreed terms and conditions.
	5.3. Contracts with AV suppliers are securely established according to negotiated terms and specifications.
	5.4. Team workflow is accurately created according to the work to be done
	5.5. Ticketing operations are effectively done according to the target audiences
	5.6. The dismantling of equipment is promptly coordinated, following post-event procedures and safety protocols.
	5.7. An event report is correctly prepared based on comprehensive documentation and analysis of the event proceedings.

Knowledge, Skills, and Attitude

Knowledge	Skills	Attitudes
<ul style="list-style-type: none"> ✓ Historical development ✓ genres and styles ✓ Cultural impact ✓ Industry structure ✓ Revenue streams ✓ Contracts and agreements ✓ Basics of copyright law ✓ Licensing and royalties ✓ social media and online presence ✓ Career vision definition ✓ Royalty distribution explanation ✓ Traditional media ✓ Financial management ✓ Digital fan interaction ✓ Digital collaboration ✓ Ticketing operations ✓ Tour and event management ✓ Talent development 	<ul style="list-style-type: none"> ✓ Industry segment connection ✓ Data analysis ✓ Contract interpretation ✓ Revenue stream identification ✓ Brand identity crafting ✓ Promotional materials creation ✓ Social media promotion ✓ Endorsement deal acquisition ✓ Market campaign execution ✓ Fan base expansion ✓ Management team formation ✓ Team synergy application ✓ Performance contract negotiation ✓ Application of Financial management skills ✓ Digital music distribution ✓ Digital promotional material creation ✓ Industry trend monitoring and analysis ✓ Venue and date securing ✓ Performer contract assurance ✓ AV supplier contract establishment ✓ Team workflow creation ✓ Logistics and workflow management ✓ Event timeline management 	<ul style="list-style-type: none"> ✓ Passion and enthusiasm ✓ Adaptability ✓ Analytical thinking ✓ Professionalism ✓ Team collaboration ✓ Clarity ✓ Creativity ✓ Active listening ✓ Resilience and perseverance ✓ Attention to detail ✓ Empathy and understanding ✓ Confidence and assertiveness ✓ Financial acumen ✓ Tech-savviness ✓ Safety consciousness ✓ Continuous learning

	<ul style="list-style-type: none">✓ Equipment dismantling coordination✓ Event report preparation	
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Course content

Learning Outcome 1: Demonstrate Music Industry Knowledge

Learning hours: 10hrs

Indicative content

- **Description of the connection between industry segments**
 - ✓ **Overview of the music industry structure**
 - + Record labels
 - + Music publishers
 - + Distribution channels
 - + Live music sector
 - + Digital platforms and streaming services
 - ✓ **Functions of each segment**
 - + Content creation
 - + Distribution
 - + Promotion and marketing
 - + Performance and touring
- **Monitoring of current trends**
 - ✓ Analysing music consumption trends
 - + Streaming vs. Physical sales
 - + Impact of social media on music discovery
 - ✓ Data sources and tools
 - + Music charts and analytics platforms
 - + Market research reports
 - ✓ Case studies of successful trends
 - + Viral hits and the role of TikTok
 - + Independent artists breaking through
- **Interpretation of terms and conditions of contracts**
 - ✓ Types of music industry contracts
 - + Recording contracts

- ✚ Publishing agreements
- ✚ Management contracts
- ✚ Licensing deals
- ✚ Sync deals
- ✓ Key contractual terms
 - ✚ Advances, royalties, and recoupment
 - ✚ Duration and territory
 - ✚ Rights and obligations of parties
- ✓ Resolution of contractual disputes
- **Implementation of knowledge of copyright laws**
 - ✓ Basics of copyright law
 - ✚ What can be copyrighted
 - ✚ Duration of copyright protection
 - ✓ Implementing copyright knowledge
 - ✚ Protecting original work
 - ✚ Understanding and avoiding infringement
 - ✚ Licensing and royalty collection
 - ✓ Overview of major copyright organizations
 - ✚ Ascap, bmi, sesac.
 - ✚ Soundexchange
- **Identification of different revenue streams**
 - ✓ Primary revenue streams
 - ✚ Sales: physical and digital
 - ✚ Streaming royalties
 - ✚ Performance royalties
 - ✚ Synchronization licensing
 - ✓ Secondary revenue streams
 - ✚ Merchandising
 - ✚ Sponsorship and endorsements
 - ✚ Crowdfunding and fan support
 - ✓ Real-life examples of revenue stream mix

- **Distribution of royalties**

- ✓ Generating and collecting royalties
 - ✚ Mechanical royalties
 - ✚ Performance royalties
 - ✚ Digital royalties
- ✓ Breakdown of royalty distribution
 - ✚ Between songwriters, performers, and producers
 - ✚ Role of performance rights organizations
- ✓ Contractual arrangements and their impact on royalties

Resources required for the learning outcome

Equipment	<ul style="list-style-type: none"> ▪ Computer ▪ Projector ▪ Whiteboard ▪ Internet connection ▪ Printer
Materials	<ul style="list-style-type: none"> ▪ Textbooks ▪ Industry reports ▪ Handouts ▪ Market research reports ▪ Trend analysis articles ▪ Sample contracts ▪ Legal textbooks ▪ Copyright law textbooks ▪ Case study documents ▪ Case study documents ▪ Industry reports
Tools	<ul style="list-style-type: none"> ▪ Presentation software (PowerPoint) ▪ Educational videos ▪ Online databases ▪ Data analytics software (Tableau) ▪ Music charts and analytics platforms (Billboard, Nielsen Music) ▪ Contract management software ▪ Legal research databases (LexisNexis) ▪ Legal research databases ▪ Copyright registration platforms ▪ Financial modelling software ▪ Case study analysis tools

	<ul style="list-style-type: none"> ▪ Royalty tracking software (Songtrust) ▪ Financial analysis tools
Facilitation techniques	<ul style="list-style-type: none"> ▪ Brainstorming ▪ Group discussion ▪ Observation ▪ Demonstration ▪ Practical exercise ▪ Field visit
Formative assessment methods /(CAT)	<ul style="list-style-type: none"> ▪ Oral evidence ▪ Written evidence ▪ Performance evidence

Learning Outcome 2: Apply Promotion Strategies	Learning hours: 10hrs
Indicative content	
<ul style="list-style-type: none"> • Crafting of the brand identity <ul style="list-style-type: none"> ✓ Artistic vision and values ✓ Brand positioning ✓ Visual identity elements <ul style="list-style-type: none"> ✚ Consistency ✚ Adaptability ✚ Emotional connection ✓ Legal and business considerations • Creating the promotional materials <ul style="list-style-type: none"> ✓ Identification of distribution channels ✓ Creating visual elements ✓ Creating engaging content ✓ Engaging audience • Carrying out social media promotion <ul style="list-style-type: none"> ✓ Content strategy ✓ Platform selection ✓ Posting schedule ✓ Engagement strategies ✓ Hashtag strategy ✓ Influencer partnerships ✓ Exercising paid advertising ✓ Analytics and monitoring • Acquisition of endorsement deals <ul style="list-style-type: none"> ✓ Brand alignment ✓ Proposal development ✓ Negotiation ✓ Contractual agreements 	

- ✓ Brand activation
- ✓ Creative collaboration
- ✓ Long-term relationship building.

Resources required for the learning outcome

Equipment	<ul style="list-style-type: none"> ▪ Computer with editing software ▪ Projector ▪ Printer ▪ Camera (high resolution) ▪ Lighting equipment ▪ Microphones ▪ Smartphone/Tablets ▪ Video Conferencing equipment ▪ Meeting room equipment (Tables, Chairs)
Materials	<ul style="list-style-type: none"> ▪ Branding guides ▪ Marketing books ▪ Case studies on brand identity ▪ Brochures ▪ Flyers ▪ Posters ▪ Digital content (images, videos) ▪ Social media guidelines ▪ Advertising budget ▪ Hashtag strategy documents ▪ Business cards ▪ Contract templates ▪ Proposal documents ▪ Budget allocation sheets ▪ Campaign guidelines ▪ Feedback forms
Tools	<ul style="list-style-type: none"> ▪ Graphic design software (Adobe Illustrator, Photoshop) ▪ Branding frameworks and templates ▪ Online survey tools (SurveyMonkey, Google Forms) ▪ Presentation software (PowerPoint, Keynote) ▪ Graphic design software (Adobe Illustrator, Photoshop) ▪ Video editing software (Adobe Premiere, Final Cut Pro) ▪ Social media management and scheduling tools (Hootsuite, Buffer) ▪ Content management systems (WordPress, Squarespace) ▪ Social media analytics tools (Google Analytics, Sprout Social) ▪ Platform-specific tools (Facebook Ads Manager, Twitter Analytics)

	<ul style="list-style-type: none"> ▪ Influencer marketing platforms (AspireIQ, Influencity) ▪ Customer relationship management (CRM) software (Salesforce, HubSpot) ▪ Proposal writing tools (Proposify, PandaDoc) ▪ E-signature tools (DocuSign, HelloSign) ▪ Project management tools (Trello, Asana) ▪ Analytics tools (Google Analytics, Mixpanel) ▪ Ad management platforms (Google Ads, Facebook Ads) ▪ Creative collaboration tools (Miro, Slack)
Facilitation techniques	<ul style="list-style-type: none"> ▪ Brainstorming ▪ Group discussion ▪ Observation ▪ Demonstration ▪ Practical exercise ▪ Field visit
Formative assessment methods /(CAT)	<ul style="list-style-type: none"> ▪ Oral evidence ▪ Written evidence ▪ Performance evidence

Indicative content

- **Expanding the fan base**
 - ✓ Audience analysis
 - ✓ Social media engagement
 - ✓ Fan interaction
 - ✓ Live performances
 - ✓ Email marketing
 - ✓ Fan clubs and membership programs
 - ✓ Contests and giveaways
 - ✓ Community building
- **Dimensions of team management**
 - ✓ Role identification
 - ✓ Experts' recruitment
 - ✓ Communication strategy
 - ✓ Goal setting and planning
 - ✓ Performance monitoring
 - ✓ Conflict resolution
- **Negotiation of performing contracts**
 - ✓ Preparation and research
 - ✓ Key terms and conditions
 - ✓ Compensation
 - ✓ Technical requirements
 - ✓ Rider agreements
 - ✓ Performance obligations
 - ✓ Marketing and promotion
 - ✓ Cancellation and force majeure
 - ✓ Legal and compliance
 - ✓ Contract review and signatures

Resources required for the learning outcome	
Equipment	<ul style="list-style-type: none"> ▪ Computer with editing software ▪ Projector ▪ Whiteboard ▪ Printer ▪ Camera (high resolution) ▪ Lighting equipment ▪ Microphones ▪ Audio Interface ▪ PA System ▪ Calculator ▪ Stage Lighting ▪ Smartphone/Tablets
Materials	<ul style="list-style-type: none"> ▪ Markers, Notebooks, Handouts, Photography Backdrops, Props, CDs, USB Drives, Cables, Adapters, Promotional Materials (flyers, posters), Swag (stickers, T-shirts), Collaboration Agreements, Financial Documents, Spreadsheets, Survey forms, Social Media Content (images, videos), Merchandise, Tickets, Event Programs, Email Templates, Subscriber Lists, Membership Cards, Merchandise, Contest Prizes, Community Guidelines, Job Descriptions, Recruitment Forms, Contract Templates, Communication Plans, Planning Documents, Performance Metrics, Conflict Resolution Guidelines, Research Materials, Contract Templates, Compensation Data, Technical Specs Sheets, Rider Templates, Performance Schedules, Promotional Materials, Contract Templates, Compliance Guidelines, Contract Documents, Budget Templates, Income Statements, Expense Receipts, Cash Flow Statements, Financial Reports.
Tools	<ul style="list-style-type: none"> ▪ Survey tools ▪ Mind-mapping software (Mind Meister) ▪ Graphic design software (Adobe Photoshop) ▪ Digital audio workstations (DAWs), Distribution platforms

	<ul style="list-style-type: none"> ▪ Set list planners, Stage plot tools ▪ Social media management tools (e.g., Hootsuite) ▪ CRM software (e.g., Salesforce), Social media platforms ▪ Project management tools (e.g., Asana) ▪ Accounting software (e.g., QuickBooks) ▪ Data analysis tools (e.g., Google Analytics) ▪ Social media analytics tools (e.g., Sprout Social) ▪ Social media platforms, Fan engagement platforms ▪ Ticketing platforms (e.g., Eventbrite) ▪ Email marketing software (e.g., Mailchimp) ▪ Membership management software (e.g., Patreon) ▪ Contest platforms (Raffle copter) ▪ Online community platforms (Discord) ▪ HR software (BambooHR) ▪ Recruitment platforms (LinkedIn) ▪ Document signing software (DocuSign) ▪ Communication tools (Slack) ▪ Project management tools (Trello) ▪ Performance tracking software (Tableau) ▪ Mediation tools ▪ Research databases (JSTOR) ▪ Legal databases (LexisNexis) ▪ Payroll software ▪ Technical planning tools ▪ Document editing software (Microsoft Word) ▪ Marketing software ▪ Legal software ▪ Budgeting software (YNAB) ▪ Income tracking software (Wave) ▪ Expense management software (Expensify) ▪ Cash flow management tools (Float)
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	<ul style="list-style-type: none"> ▪ Financial reporting software (Xero)
Facilitation techniques	<ul style="list-style-type: none"> ▪ Brainstorming ▪ Group discussion ▪ Observation ▪ Demonstration ▪ Practical exercise ▪ Field visit
Formative assessment methods /(CAT)	<ul style="list-style-type: none"> ▪ Oral evidence ▪ Written evidence ▪ Performance evidence

Learning Outcome 4: Develop Music Technology Proficiency		Learning hours: 10hrs
Indicative content		
<ul style="list-style-type: none"> • Conducting digital music distribution <ul style="list-style-type: none"> ✓ Introduction to digital music distribution ✓ Distribution channels and platforms ✓ Digital distribution services ✓ Preparing music for distribution ✓ Monetization and revenue streams ✓ Analytics and performance tracking ✓ Global distribution and market considerations • Creation of digital promotion materials <ul style="list-style-type: none"> ✓ Introduction to digital promotion ✓ Graphic design fundamentals ✓ Social media content creation ✓ Copywriting for digital promotion • Conducting digital fan interaction <ul style="list-style-type: none"> ✓ Introduction to digital fan interaction ✓ Understanding your audience ✓ Live streaming and virtual events ✓ Interactive platforms and tools • Analysing industry trends <ul style="list-style-type: none"> ✓ Introduction to industry trend analysis ✓ Understanding market forces ✓ Identifying key industry trends ✓ Technological advancements ✓ Social and cultural trends ✓ Strategic implications of trends 		
Resources required for the learning outcome		
Equipment	<ul style="list-style-type: none"> ▪ Computers ▪ Microphones ▪ Audio Interfaces ▪ Webcams ▪ Smartphones ▪ Tablets ▪ Studio Monitors ▪ Headphones 	

	<ul style="list-style-type: none"> ▪ High-res Cameras ▪ Lighting Kits
Materials	<ul style="list-style-type: none"> ▪ Digital Music Files ▪ Graphics/Images ▪ Video Files ▪ Social Media Content ▪ Promotion Copy ▪ Analytics Reports ▪ Market Research Reports
Tools	<ul style="list-style-type: none"> ▪ Digital Audio Workstations (DAWs) ▪ Graphic Design Software (Adobe Photoshop, Illustrator) ▪ Social Media Management Tools (Hootsuite) ▪ Copywriting Tools (Grammarly) ▪ Live Streaming Platforms (OBS, StreamYard) ▪ Virtual Event Platforms (Zoom, Microsoft Teams) ▪ Collaboration Platforms (Slack, Trello) ▪ Analytics Tools (eGoogle Analytics, Spotify for Artists) ▪ Trend Analysis Tools (Google Trends)
Facilitation techniques	<ul style="list-style-type: none"> ▪ Brainstorming ▪ Group discussion ▪ Observation ▪ Demonstration ▪ Practical exercise ▪ Field visit
Formative assessment methods /(CAT)	<ul style="list-style-type: none"> ▪ Oral evidence ▪ Written evidence ▪ Performance evidence

Indicative content

- **Securing performance venue and date**
 - ✓ Introduction to venue and date selection
 - ✓ Description of event requirements
 - ✓ Budgeting and financial planning
 - ✓ Researching potential venues
 - ✓ Venue site visits and evaluations
 - ✓ Negotiating venue contracts
 - ✓ Securing permits and licenses
- **Assuring performer contracts**
 - ✓ Introduction to performer contracts
 - ✓ Elements of a performer contract
 - ✓ Drafting performer contracts
 - ✓ Legal considerations
 - ✓ Payment and financial management
- **Securing AV supplier contracts**
 - ✓ Identifying the right AV supplier
 - ✓ Negotiating contract terms and conditions
 - ✓ Payment terms and financial management
- **Coordinating team workflow**
 - ✓ Introduction to team workflow coordination
 - ✓ Description of project requirements
 - ✓ Project planning and scheduling
 - ✓ Task management and delegation
 - ✓ Communication and collaboration
 - ✓ Tracking progress and performance
 - ✓ Problem-solving and decision-making
- **Managing ticketing operations**
 - ✓ Introduction to ticket operations management

<ul style="list-style-type: none"> ✓ Ticketing platforms and technologies ✓ Ticket pricing strategies ✓ Sales channels and distribution ✓ Customer service and support ✓ Security and fraud prevention ✓ Accessibility and inclusivity • Coordinating the dismantling of equipment <ul style="list-style-type: none"> ✓ Introduction to dismantling of equipment ✓ Post-event assessment and planning ✓ Developing a dismantling schedule ✓ Applying equipment dismantling procedures ✓ Transportation and removal ✓ Site cleanup and restoration ✓ Environmental considerations • Preparing event report <ul style="list-style-type: none"> ✓ Introduction to event reporting ✓ Setting objectives and metrics ✓ Data collection and analysis ✓ Event timeline and logistics ✓ Program and content evaluation 	
Resources required for the learning outcome	
Equipment	<ul style="list-style-type: none"> ▪ Computers ▪ Projectors ▪ Audio-visual equipment (microphones, speakers) ▪ Tablets ▪ Laptops with designated software ▪ Smartphones ▪ Printers ▪ Whiteboards ▪ Cameras
Materials	<ul style="list-style-type: none"> ▪ Notepads ▪ Pens ▪ Markers

	<ul style="list-style-type: none"> ▪ Flipcharts ▪ Paper ▪ Ink cartridges ▪ Batteries ▪ Event planning templates ▪ Contract forms ▪ Budget sheets ▪ Name tags ▪ Lanyards ▪ Tickets ▪ Flyers ▪ Brochures ▪ Maps
Tools	<ul style="list-style-type: none"> ▪ Event management software ▪ Project management software ▪ Budgeting tools (e.g., Excel) ▪ Venue booking platforms ▪ Contract management software ▪ Communication tools (e.g., Slack) ▪ Ticketing platforms (e.g., Eventbrite) ▪ Data analysis tools ▪ Legal research databases
Facilitation techniques	<ul style="list-style-type: none"> ▪ Brainstorming ▪ Group discussion ▪ Observation ▪ Demonstration ▪ Practical exercise ▪ Field visit
Formative assessment methods /(CAT)	<ul style="list-style-type: none"> ▪ Oral evidence ▪ Written evidence ▪ Performance evidence

Integrated/Summative assessment

Integrated situation

MelodyVibes Inc., located in the Musanze district of the Northern province, specializes in promoting emerging music artists. Recently, MelodyVibes identified a significant opportunity to expand its reach into the international market but lacks the expertise to manage this transition effectively.

Consequently, they seek a highly skilled music business manager who can demonstrate in-depth knowledge of the music industry, apply cutting-edge promotion strategies, adeptly manage artists, develop advanced music technology solutions, and coordinate large-scale events in a competitive market. As a skilled Music Business Manager who was selected to do the job, you are requested to:

- develop and implement a comprehensive international promotion plan,
- streamline artist management processes,
- integrate new music technology to enhance production and distribution, and
- successfully organize a high-profile launch event to mark the company's international debut.

All the work must be done within 6 months.

Resources:

Equipment	Calculator; Camera (high resolution); Computer, Headphones, Cameras; Internet connection; Printer; Projector; Smartphone/Tablets; Smartphones; Tablets; Video Conferencing equipment; Webcams; Whiteboard.
Materials/Consumables	Advertising budget; Analytics reports; Branding guides; Brochures; Budget allocation sheets; Budget sheets; Business cards; Campaign guidelines; Case studies on brand identity; Case study documents; Contract forms; Contract templates; Copyright law textbooks; Digital content (images, videos); Digital music files; Event planning templates; Flipcharts; Flyers; Graphics/Images; Handouts; Industry reports; Ink cartridges; Lanyards; Legal textbooks; Maps; Markers; Market research reports; Marketing books; Name tags; Notepads; Papers; Pens; Posters; Promotion copy; Proposal documents; Sample contracts; Social media content; Social media guidelines; Textbooks; Tickets; Trend analysis articles; Video files
Tools	Ad management platforms (Google Ads, Facebook Ads); Analytics tools (Google Analytics, Mixpanel); Branding frameworks and templates; Budgeting software (YNAB); Case study analysis tools; Cash flow management tools (Float); Communication tools (Slack); Content management systems (WordPress, Squarespace); Contest platforms (Rafflecopter); Contract management software; Copyright registration platforms; Copywriting tools (Grammarly); Customer relationship management (CRM) software (e.g., Salesforce, HubSpot); Data analytics software (e.g., Tableau); Digital audio workstations (DAWs); Distribution

	platforms; Document editing software (Microsoft Word); Document signing software (e.g., DocuSign); Educational videos; Email marketing software (Mailchimp); E-signature tools (DocuSign, HelloSign); Event management software; Expense management software (Expensify); Fan engagement platforms; Financial analysis tools; Financial modeling software (Excel); Financial reporting software (Xero); Graphic design software (Adobe Illustrator, Photoshop); HR software (BambooHR); Income tracking software (Wave); Influencer marketing platforms (AspireIQ, Influencity); Legal research databases (LexisNexis); Legal software; Live streaming platforms (OBS, Stream Yard); Marketing software; Mediation tools; Membership management software (e.g., Patreon); Mind-mapping software (Mind Meister); Music charts and analytics platforms (Billboard, Nielsen Music); Online community platforms (Discord); Online databases; Online survey tools (SurveyMonkey, Google Forms); Payroll software; Performance tracking software (Tableau); Platform-specific tools (Facebook Ads Manager, Twitter Analytics); Presentation software (PowerPoint, Keynote); Project management tools (Trello, Asana); Proposal writing tools (Proposify, PandaDoc); Recruitment platforms (LinkedIn); Research databases (JSTOR); Royalty tracking software (Songtrust); Set list planners; Social media analytics tools (e.g., Google Analytics, Sprout Social); Social media management and scheduling tools (e.g., Hootsuite, Buffer); Social media platforms; Stage plot tools; Survey tools; Technical planning tools; Ticketing platforms (Eventbrite); Trend analysis tools (Google Trends); Venue booking platforms; Video editing software (Adobe Premiere, Final Cut Pro); Virtual event platforms (Zoom, Microsoft Teams)				
Assessable outcomes	Assessment criteria (Based on performance criteria)	Indicator	Observation		Marks allocation
			Yes	No	
1. Demonstrate Music Industry Knowledge	Connection between industry segments is correctly described based on their respective functions	Music industry structure is described			
		Functions of each industry segments are described			
		Connection between segments is identified			
	Current trends are consistently monitored based on data analysis	Music composition trends are analysed			
		Music data sources and tools are identified			

		Case studies of successful trends are described			
	Terms and conditions of various contracts are well interpreted in line with their types	Recording contracts are explained			
		Publishing agreements are explained			
		Management contracts are explained			
		Licensing deals are explained			
		Key contractual terms are defined			
		Contractual dispute resolution measures are applied			
	Knowledge of copyright laws is effectively implemented in accordance to industry legal framework.	Items to be copyrighted are identified			
		Duration of copyright protection is described			
		Copyright approaches are implemented			
		Major copyright organizations are identified			
	Different revenue streams are accurately identified based on their source of origin	Primary revenue streams are identified			
		Secondary revenue streams are identified			
		Real-life example of revenue streams is given			
	The distribution of royalties is effectively explained, relying on contractual arrangements.	Types of royalties are described			
		Modes of generating royalties are described			
		Modes of collecting royalties are described			
		Royalty distribution between stakeholders is described			
		Role of performance rights organizations is described			
		Contractual agreement is elaborated			
2. Apply promotion		Artistic vision and values are defined			

strategies	Brand identity is properly crafted in accordance with the brand guide lines	Brand positioning is described			
		Visual identity elements are explained			
		Legal and business considerations are applied			
	Promotional materials are accurately created in alignment with Brand identity	Visual Elements are created			
		Engaging Content is created			
		Audience is involved			
		Distribution Channels are used			
	Promotion on social media is well carried out based on the target audiences	Content strategy is applied			
		Platform is selected			
		Schedule is posted			
		Engagement strategies are applied			
		Hashtag strategy is applied			
		Influencer partnerships are created			
		Paid advertising is described			
		Analytics and Monitoring are performed			
	Endorsement deals are correctly acquired through engagement with pertinent stakeholders	Brand is aligned			
		Proposal Development			
		Negotiation is performed			
		Contractual Agreements are elaborated			
		Brand is activated			
		Creative Collaboration is done			
		Long-term Relationship is built			
3. Manage Artist					
		Audience is analysed			
		Social media is engaged			

	The fan base is effectively expanded through strategic outreach and engagement initiatives.	Fan Interaction is conducted			
		Live Performances are performed			
		Email Marketing is used			
		Fan Clubs and Membership Programs are formed			
		Contests and Giveaways are conducted			
		Community Building is done			
	A proficient management team is formed to meet organizational goals and needs	Roles are identified			
		Talents are recruited			
		Contracts are negotiated			
		Communication Strategy is applied			
		Goals are set and planned			
		Performance is monitored			
		Conflicts are resolved			
	Performance contracts are appropriately negotiated according to mutually beneficial terms and conditions	Key Terms and Conditions are defined			
		Compensation is applied			
		Technical Requirements are identified			
		Rider Agreements are described			
		Performance Obligations are described			
		Marketing and Promotion is conducted			
		Cancellation and Force Majeure is applied			
		Legal and Compliance are applied			
		Contract is reviewed and signed			
4. Develop Music Technology Proficiency	Digital Music distribution is strategically conducted in line with industry standards and target audience preferences	Digital Music Distribution is described			
		Distribution Channels and Platforms are identified			
		Digital Distribution Services are provided			
		Music is prepared for Distribution			

		Monetization and Revenue Streams are identified			
		Analytics and Performance Tracking is performed			
		Global Distribution and Market Considerations are conducted			
	Digital promotional materials are accurately created based on marketing strategies	Digital Promotion is described			
		Graphic Design Fundamentals are applied			
		Social Media Content is created			
		Copywriting for Digital Promotion is done			
	Digital Interaction with fans is conducted according to engagement strategies	Digital Fan Interaction is described			
		Audience is identified			
		Live Streaming and Virtual Events are performed			
		Interactive Platforms and Tools are used			
	Industry trends are monitored and analysed to ensure staying updated with current developments	Industry Trend Analysis is described			
		Market Forces are described			
		Key Industry Trends are identified			
		Technological Advancements are described			
		Social and Cultural Trends are identified			
		Strategic Implications of Trends are described			
5. Perform Event Management	Performance venues and date are secured based on event needs and audience preferences.	Venue and date are selected			
		Event requirements are identified			
		Budgeting and financial planning are performed			
		Potential venues are discovered			

		Venue site visits and evaluations are conducted			
		Venue contracts are negotiated			
		Permits and licenses are secured			
	Performer contracts are assured in accordance with agreed terms and conditions	Performer contracts are explained			
		Elements of a performer contract are identified			
		Performer contracts are drafted			
		Legal considerations are applied			
		Payment and financial management are done			
	Contracts with AV suppliers are securely established according to negotiated terms and specifications	AV supplier contracts are explained			
		Potential suppliers are identified and evaluated			
		Contract terms are negotiated			
		Payment terms and financial management are conducted			
	The team workflow is managed in accordance with the project timeline	Team workflow coordination is explained			
		Project requirements are reviewed			
		Project planning and scheduling is conducted			
		Task management and delegation is done			
		Communication and collaboration are established			
		Tracking progress and performance is done			
		Problem-solving and decision-making is done			
	Ticketing operations are effectively done	Ticket operations management is explained			

	according to the target audiences	Ticketing platforms and technologies are identified			
		Ticket pricing strategies are applied			
		Sales channels are identified			
		Customer service and support is provided			
		Fraud is prevented			
		Accessibility and inclusivity are availed			
	The dismantling of equipment is promptly coordinated, following post-event procedures and safety protocols	Dismantling of equipment is described			
		Post-event assessment and planning is done			
		A dismantling schedule is developed			
		Equipment dismantling procedures are applied			
		Transportation and removal are conducted			
		Site cleanup and restoration is done			
		Environmental considerations are applied			
	An event report is correctly prepared based on comprehensive documentation and analysis of the event proceedings	Event reporting is described			
		Objectives and metrics are set			
		Data are collected and analysed			
		Event timeline and logistics are reviewed			
		Event report is elaborated and duly submitted			
Total marks		400			
Percentage Weightage		100%			
Minimum Passing line % (Aggregate):		70%			

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