

New Programme Academic Case (Programme Spec)

Notes

- The Academic Case will be developed by programme team, with advice from QSS and TEA.
- Programme teams will submit the documentation to the Head of School and Associate Dean Education via the Quality Support Service, who will provide feedback/guidance and ensure the programme is ready for the Academic Approvals Panel.
- The completed Academic Case will be scrutinised by an Academic Approvals Panel, who will make a recommendation to Education Committee.
- Programme design must be informed by the Programmes Checklist on the New Programmes Approval Form and associated guidance from TEA/QSS.

1. Programme Overview

1.1 Programme information

Partner Institution	Leeds Conservatoire
Location of Delivery	Leeds Conservatoire, 3 Quarry Hill, Leeds LS2 7PD
Programme titles and awards	BA (Hons) Music Business and Events
Faculty & code	Faculty of Arts, Cultures and Education (UoH)
Academic unit (& code)	School of Arts (UoH)
Owning subject group (& code)	School of Music Production & Events (Leeds Conservatoire)
Type of programme	Validated
Mode and duration of study	In person 3 Year Undergraduate Degree FT
Method of delivery	Blended
Trimesters	T1 and T2
End of level and exit awards	Level 4 – Certificate of Higher Education, Level 5 – Diploma of Higher Education, Level 6 - BA(Ordinary), BA Hons.

Entry requirements	UCAS TARIFF 96 POINTS Applicants should also have achieved a minimum of three GCSEs at Grade C/4 or above. UCAS tariff points from music graded exams are also accepted (highest achieved per instrument (grade 6 and above), awarded by ABRSM, London College of Music, Trinity College, Rock School). All applicants will be required to either attend an interview. Please see https://www.leedsconservatoire.ac.uk/audition for up-to-date details of our audition process. English Language requirements: All applicants must meet the minimum English Language requirement, as set by the conservatoire. For UK applicants this is GCSE English Language or GCSE English Literature at grade C/4. Equivalent qualifications, such as Functional Skills English Level 2 or National 5 English grade C, will also be accepted. For applicants that require a Student Visa to study in the UK, the standard requirement is IELTS 6.0 with no sub-test less than 5.5. We offer pre-sessional English courses to improve your academic English language level and help you prepare for study in the UK. You will be able to use a pre-sessional to meet the English language requirement for your course. * The entry requirements for a programme will be detailed in your offer. If you meet these conditions, you are guaranteed a place on the programme.
Fee	
Additional course costs	N/A
UCAS/HECOS codes	UCAS CODE 4R5T HECOS CODES 100643, 100644
ATAS requirements	

1.2 Programme outline

A brief summary of the key content of the programme. Indicate whether the programme includes civic engagement, links to regional skills and industry requirements, and partnerships. This section should clearly articulate the wider impact of the programme (e.g. tackling societal challenges)

The BA (Hons) Music Business & Events is distinguished by high quality training which balances tuition in creative business practice and specialist study experience within an extensive range of collaborative and interactive projects and direct participation in professional environments.

There are core principles that have informed the design and structure of the programme, which are linked to the Leeds Conservatoire graduate attributes set out in our Learning, Teaching and Assessment Strategy 2023-28. We believe that music and performing arts education serve as a cornerstone for enhancing our society and the lives of our student and staff community. By fostering this ethos, we aim to enrich our immediate community and catalyse a positive transformation within the broader creative industries. Therefore, the Learning, Teaching and Assessment Strategy at Leeds Conservatoire is driven by three core principles:

- We encourage enquiring thought and reflective practice from our staff and students
- We are industry led and leading
- We have a culture of equity and accessibility

The conservatoire's pedagogical approach is grounded in key graduate attributes. As well as focussing on the acquisition of technical skills, knowledge and contextual understanding, our goal is to establish learning, teaching and assessment environments which produce:

- Graduates who are dedicated to creating new and original work
- Graduates with a strong personal artistic, pedagogical, and vocational identity
- Graduates who recognise the significance of artistic creation and its societal and environmental impact

Collaboration encourages the cross-fertilisation of creativity and enables creative risk-taking, maximising students' opportunities to create new ideas, contributing to employability in the rapidly changing creative industries. Students will undertake collaborative activity and co-creation, working both independently and collaboratively to apply creative skills and knowledge.

Graduates of Music Business & Events programme will need to have developed entrepreneurial skills and have commercial awareness to succeed in a portfolio career. They are likely to be self-employed and working across a variety of areas as a sole trader or in a business. The programme design encourages an understanding of the history and current trajectory of the music and events industry and the way in which the creative industries are shaped by competing, external factors. The programme also offers the opportunity to apply theory in a variety of 'real-world' settings to gain an

understanding of professional protocols, etiquette, reliability, time management, teamwork and leadership. The programme aims to provide students with the ability to synthesise core management skills with complex evaluation of the socio-cultural, economic, and political factors that impact the global cultural industries. The student's employability is maximised by being prepared for the international music and events industry, with a deep appreciation and understanding of wider cultures and communities.

1.3 Approvals Timeline

A timeline for approvals is outlined in section 7.1 of the Business Case. Relevant dates are as shown below:

Date of Business Case Approval: n/a

Expected Date of Academic Approvals Panel: (via CPC meeting on 8 May 2025)

Expected Date for Full Approval: (via Education Committee) 20 May 2025

Expected Start Date: September 2026

Expiry of Development Consent: n/a

2. Programme Learning Outcomes

Appendix 1 Shows the Programme Learning Outcomes mapped against the QAA Business and Management Benchmark Statements (2023) and Events, Hospitality, Leisure, Sport and Tourism Benchmark Statements (2019) that are relevant to the BA (Hons) Music Business and Events.

3. Programme Design

3.1 Relevant external resources used in the design of the programme

*Including QAA Subject Benchmark Statements, PSRB requirements, consultations with students, employers, stakeholders or service users, and any other resources. This section should provide a **brief** overview listing any key outcomes of any consultations and thus explain why the programme was designed as it is. 500 words.*

Leeds Conservatoire makes extensive use of specialist industry partners (Sony Music), creative practitioners (a member of Utah Saints) and business specialists/labels (Bomb Strikes Records) in the delivery of its curriculum. The learning, teaching and assessment methods were

designed after consultation with current music and event industry professionals and therefore aims to embed the unique skillset students will need when entering the creative industries.

Through engaging in collaborative tasks with fellow students and industry partners, the programme aims to develop skills of resilience, negotiation, flexibility, effective decision making, and teamwork.

Student feedback is embedded in our curriculum and development processes, and through on-going and iterative discussion with staff and students, this programme was designed to allow students the opportunity to apply business and management theory to a variety of practical contexts within the music and live events industry like managing artists, creating new brands, and planning and executing live music events.

The programme outcomes mediate the balance of theoretical and practical knowledge and ensure that students can demonstrate engagement and evaluation with a wide range of case studies, group work, and real-world experience.

3.2 Exemptions from the Academic Framework or Quality and Standards Framework

If required, exemptions from the Academic Framework or Q&S Framework must be submitted as Appendix 3. A statement of the exemption should be provided here.

Exemptions from the Academic framework or Quality and Standards Framework currently held by Leeds Conservatoire are held on the collaborative provision University of Hull Microsoft Team's site.

There is an exemption for the rule that states that the 20 days for 1st and 2nd markers to confirm grades. This does not apply to Leeds Conservatoire undergraduate courses due to the part time nature of the majority of the staff involved in the assessment process and the number of student assessments they are involved in.

There is also an exemption relating to anonymous marking. Leeds Conservatoire courses are not anonymously marked due to the performance aspect of the majority of the assessments which require markers to be present.

3.3. Module Structure and Rationale

*Give a **visual** overview of the structure of the programme and provide a description (500 words) of the programme indicating e.g. links between modules, how modules build on one another, and any pathways through the programme.*

Please see Appendix 2 for a visual overview of the Structure of the Programme.

Please see Appendix 4 for the Mapping of Modules to the Programme Outcomes.

This programme is designed to provide a comprehensive understanding of the music and events industry, preparing students for diverse career pathways by integrating theoretical knowledge with practical application. The structure ensures a progressive development of skills and insights, with each level building upon the last to create a cohesive learning experience.

At Level 4, students are introduced to fundamental concepts that serve as the foundation for later specialisation. Music Industry Principles offers an overview of the industry, including key stakeholders and business models, providing essential context for subsequent modules. Music for the Creative Industries expands this knowledge by exploring how music interacts with other creative sectors, fostering an interdisciplinary perspective. Musical Identity allows students to examine personal and professional artistic development, ensuring they can identify and position themselves within the industry. Live Music Business introduces live event logistics, linking closely with Finance and Budgeting Fundamentals, which equips students with the necessary financial literacy for managing projects and careers. Finally, Music, Culture & Meaning offers a critical examination of music's cultural impact, ensuring students develop a deeper understanding of the industry beyond its commercial aspects.

At Level 5, students move into more specialised areas of industry practice. Artist Management builds on concepts from Musical Identity and Live Music Business, focusing on how artists navigate their careers. Events Marketing expands on promotional strategies introduced in Level 4 and links directly to Events Start-Up, where students gain hands-on experience in planning and executing events. Intellectual Property provides an essential legal framework for music professionals, ensuring that students understand copyright, contracts, and rights management. Artist Authenticity & Storytelling enhances branding knowledge introduced in “Musical Identity,” helping students develop compelling narratives around artists and projects. Creative Industries Innovation prepares students to think entrepreneurially, encouraging new approaches to music business models and artistic ventures.

At Level 6, students refine their expertise through applied learning and independent research. Live Music Promotion and Live Music Management connect with Events Marketing and Events Start-Up, requiring students to put their knowledge into practice by organizing, promoting, and delivering live music events. Leadership and Ethics builds on industry principles explored in previous modules, preparing students for decision-making roles by examining ethical considerations in business and leadership. The Individual Research Project (IRP) is a culmination of the programme, allowing students to explore a specific area of interest in-depth, applying the research skills developed throughout their studies. Emerging Music Models ties into earlier themes from Creative Industries Innovation, equipping students with insights into evolving industry trends.

The programme offers a clear pathway from foundational knowledge to specialist expertise, ensuring graduates are well-prepared for various roles within the creative industries, whether in management, event production, marketing, or entrepreneurship.

3.4. Assessment Journey

Provide an overview of the assessment journey for the journey describing how these work between modules and the stages of the programme. (500 words)

Please see Appendix 5 for an overview of the assessment journey throughout the programme and between modules.

The assessment structure across all three levels is designed to scaffold students' learning, progressively building their knowledge, skills, and industry readiness. The sequence ensures a smooth transition from foundational understanding (Level 4) to applied learning (Level 5) and professional-level strategic thinking (Level 6)

At Level 4, students develop core industry knowledge, critical thinking, and academic writing skills. Assessments focus on case studies, essays, and in-class tests to introduce key concepts:

- Industry principles and business fundamentals (Case Study, Plan & Commentary)
- Critical thinking and cultural understanding (Essays)
- Introduction to financial and business skills (In-Class Assessment)
- Early exposure to professional communication (Presentations)

These assessments lay the groundwork for more applied and practical work in Level 5.

At Level 5, assessments shift towards practical, real-world application and collaborative work, reflecting industry demands.

- Portfolios develop practical skills in artist management, branding, events start-up, and innovation, preparing students for hands-on roles in the industry.
- Group presentations enhance teamwork and communication, mirroring industry collaboration.
- Case studies ensure students can navigate legal and ethical challenges within the creative industries.

This stage solidifies students' ability to apply knowledge in real-world business contexts, preparing them for independent research and strategic thinking in Level 6.

Level 6 encourages independent research, strategic industry engagement, and professional execution through business planning, leadership analysis, and large-scale event portfolios.

- The business plan (Emerging Music Models) builds on the entrepreneurial and financial planning skills from Level 4 and 5.
- Portfolios in Live Music Promotion and Live Events Management ensure students leave with practical, real-world experience, demonstrating their ability to execute events from concept to completion.
- Case Studies (Leadership & Ethics) enhance decision-making and ethical considerations, aligning with previous legal and management studies.

- Independent Research Project (Journal Article) consolidates academic and industry research, reinforcing critical analysis and independent inquiry.

Across all three levels, students' progress from theoretical foundations to applied skills and industry-ready strategic thinking. The assessments are carefully sequenced to ensure that: Level 4 builds knowledge, Level 5 applies knowledge in practice and Level 6 refines expertise for professional careers. By the end of the programme, students have developed a well-rounded portfolio, strong research abilities, and strategic business skills preparing them for roles in the music and events industry.

3.5 Employment and Further Study Opportunities

What kind of jobs are you developing graduates for, and how are you doing it? 500 words.

This programme equips students with employability skills and commercial awareness through study and practical experience of the creative industries.

Leeds Conservatoire makes extensive use of specialist industry networks, creative practitioners and business specialists in the delivery of its curriculum, and students have access to a wide range of workshops and masterclasses with visiting artists and professional practitioners.

The learning, teaching and assessment methods develop skills of adaptability, negotiation, flexibility and teamwork through engaging in collaborative tasks that require them to adapt to the creative methods of fellow students. Critique and analysis of theories relating to management, marketing, leadership, and innovation enable students to acquire a deep understanding of music business and events as well as the global impact of the cultural industries. Decision-making and innovative thinking skills are implicit within the music and events industry and students use initiative and time management skills in working independently, and with peers and tutors, to prepare for individual and group assignments.

Many of our students go on to portfolio careers; the employability skills embedded in the curriculum and through our enrichment activities provide students with the opportunity to learn skills in financial management, live event delivery, and digital marketing, for example. Alumni careers include: -

- Copyright Coordinator (Kobalt Music)
- Festival Director (Outbreak Festival)
- Artist Management
- Music Licensing Manager (Netflix)
- Senior Advancing and Logistics (NTRP Live)
- International Marketing (Sony Music)

- Event Manager
- Marketing Coordinator (Decca Records)
-  Label Head UK/Europe (Glassnote Records) Music Business & Events students will have the opportunity to progress to our postgraduate provision. The MA Live Events Management provides a coherent progression route from the BA programme. Our postgraduate provision is marketed to undergraduate students and discounted tuition fee rates are available for progressing undergraduates.

4. Appendices

4.1 Appendix 1: Programme Learning Outcomes Map

Programme outcomes mapped to Business Benchmark Standards and Events, Hospitality, Leisure, Sport and Tourism Benchmarks																	
	Programme and Programme outcomes	Benchmark standard															
Programme Outcome Reference	BA (Hons) Music Business and Events	B1	B2	B3	B4	B5	E1	E2	E3	E4	E5	E6	E7	E8	E9	E10	E11
PO1	a solid and substantial knowledge and understanding of a broad range of music business and management and the complex relationships between them and their application to practice	X		X				X									
PO2	demonstrate a range of skills and aptitudes to build competence in music industries planning, development and delivery within live events and the media.		X		X					X	X	X					X
PO3	demonstrate employability, inclusivity, enterprise, and academic skills through engagement with professional practice	X									X			X		X	
PO4	critique and apply relevant frameworks and models associated with the operational and strategic management of human, financial, technological and physical resources within the global music industries.	X				X			X				X				X
PO5	The ability to undertake and manage a project related to own goals in the music and creative industries.				X					X	X				X		

PO6	The ability to communicate effectively orally and in writing, present and pitch new business ideas and advocate own views.		X		X		X		X					X	X		
PO7	Demonstrate theoretical and practical application of relevant business skills for the music business and events		X									X					
PO8	Engage in scholarly research in music business and events and articulate theoretical ideas in written form			X			X						X				
PO9	Demonstrate an understanding of global social responsibility and cultural diversity within the area of Music Business and Events					X		X								x	

4.2 Appendix 2: Curriculum Map

Modules mapped to Programme Outcomes for BA (Hons) Music Business & Events													
				Programme Outcome									
Level	Credits	Module Name	Assessment Method (e.g. exam, essay, presentation)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
		Level 4 Certificate stage											
		Semester 1											
4	20	Music Industry Principles	Case Study	X					x	X	X		
4	20	Music for the Creative Industries	Essay (30) Presentation (70) review		X	X	X	X					
4	20	Musical Identity	Video Presentation		X		x		x			x	

4	20	Live Music Business	Plan and Commentary	X	x	X	X					
4	20	Finance & Budgeting Fundamentals	In-Class Assessment		X			X	X			
4	20	Music Culture & Meaning	Essay							X	X	X
		Level 5 Diploma Stage										
		Semester 1										
5	20	Artistic Management	Portfolio	X		X			X	X		
5	20	Events Marketing	Group Presentation		X		X			X	X	
5	20	Intellectual Property	Case Study	X			X		X			
		Semester 2										
5	20	Artist Authenticity & Storytelling	Portfolio		X		X	X				X
5	20	Events Start-Up	Portfolio			X		X			X	
5	20	Creative Industries Innovation	Portfolio	X						X		X
		Level 6 Honours Stage										
		Semester 1										
6	20	Emerging Music Models	Business Plan	X	X		X					
6	20	Leadership and Ethics	Case Study			X				X		X
6	40	Individual Research Project (S1 and S2)	Journal Article	X	X	X	X	X	X		X	
		Semester 2										
6	20	Live Event Management	Portfolio					X	X			X
6	20	Live Music Promotion	Portfolio		X					X	X	

4.4 Appendix 4: Module Structure

Module overview - BA (Hons) Music Business and Events						
	Semester 1			Semester 2		
Level 4	Music Industry Principles (20 Credits)	Music for the Creative Industries (20 Credits)	Musical Identity (20 Credits)	Live Music Business (20 Credits)	Finance and Budgeting Fundamentals (20 Credits)	Music, Culture & Meaning (20 credits)
Level 5	Artist Management (20 credits)	Events Marketing (20 Credits)	Intellectual Property (20 credits)	Artist Authenticity & Story Telling (20 credits)	Events Start-Up (20 credits)	Creative Industries Innovation (20 credits)
Level 6	Live Music Promotion (20 credits)	Leadership and Ethics (20 credits)	Individual Research Project (IRP) (40 credits)		Live Events Management (20 credits)	Emerging Music Models (20 credits)

4.5 Appendix 5: Assessment Structure

Assessment Overview - BA (Hons) Music Business and Events						
	Semester 1			Semester 2		
Level 4	Music Industry Principles (20 Credits) Case Study	Music for the Creative Industries (20 Credits) Essay/ Presentation	Musical Identity (20 Credits) Video Presentation	Live Music Business (20 Credits) Plan and Commentary	Finance and Budgeting Fundamentals (20 Credits) In-Class Assessment	Music, Culture & Meaning (20 credits) Essay

Level 5	Artist Management (20 credits) Portfolio	Events Marketing (20 Credits) Group Presentation	Intellectual Property (20 credits) Case Study	Artist Authenticity & Story Telling (20 credits) Portfolio	Events Start-Up (20 credits) Portfolio	Creative Industries Innovation (20 credits) Portfolio
Level 6	Live Music Promotion (20 credits) Portfolio	Leadership and Ethics (20 credits) Case Study	Individual Research Project (IRP) (40 credits) Journal Article		Live Events Management (20 credits) Portfolio	Emerging Music Models (20 credits) Business Plan

	Case Study		Examination
	Presentation		Essay/written
	Portfolio		
	Business Plan		