



BA (Hons)
**Popular Music Performance
& Music Business**

Course Handbook



2020
2021
2022
2023
2024

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1. **Introduction**

This course handbook is the primary source of information for your course, BA (Hons) Popular Music Performance and Music Business, however, it should be used in conjunction with the following sources of information. The course is delivered at BIMM Institute, part of BIMM University.

BIMM Institute College Homepage

Your BIMM Institute College Homepage can be found through bimmstudents.com by selecting your college. Once you have selected your college, navigate to *College and Course Information* where you will find your College Homepage and Course Homepage links.

This contains important information on the following:

- Key contacts
- College procedures
- Facilities information
- Useful tips for studying and living in your college's city
- Student Services
- General Health & Well-being
- Events, Masterclasses, Careers & Industry
- Artist Development & A&R
- Semester dates can be found [here](#).

BIMMStudents.com

bimmstudents.com is a one-stop portal for all key electronic resources and services students will require during their studies including the following:

- Microsoft Office 365 (including emails, cloud storage and apps)
- Lesson Timetables (*CELCAT*)
- E-Library & Journals ([EBSCO](#))
- Room bookings
- IT Support and resources
- BIMM Extra
- BIMM University's Virtual Learning Environment ([Canvas](#))
- BIMM e-Books
- Creative Industries, Guests & Careers - Masterclasses and Career development
- Tutorials - Booking
- BIMM Connect - Student networking

Canvas

Canvas is BIMM University's Virtual Learning Environment (VLE). It is an online space containing materials and tools to support and enhance students' learning experience. This platform is an integral part of the student experience at BIMM Institute. It is not only an online extension of the classroom but is also the place where students will submit digital assignments and receive grades and feedback.

It also contains a wealth of valuable guidance to support students during their studies. It hosts important information on assessment deadlines, guides to each module on the course,

and student services information. Each module on the course has a dedicated space where students can access materials used in class and additional study resources.

Students will find links to college news and networking forums, annual monitoring reports, college Board of Studies and Student Representation forum minutes, and much more.

Module Specifications

The Module Specifications for this course are made available electronically [online here](#) and individually via the Course Structure Section of this handbook.

BIMM University Academic Regulations

Information on plagiarism, word counts, and further assessment guidelines can be found via the [Undergraduate Academic Regulations](#) and the [Student Assessment Handbook](#).

BIMM University Policies

All student-facing policies can be found on the BIMM website, under “[Student Policies and Regulations](#)”.

Procedures relating directly to student complaints and appeals can be found [here](#).

2. Student Responsibilities

You are expected to attend classes and submit work for assessment as well as engage in the required amount of self-directed study as quantified in the [module specifications](#). Expectations around student engagement is outlined in our [Student Engagement Policy](#).

Library resources are supplied through the BIMM University electronic library and dedicated physical reading rooms, and You are expected to use these resources in their own time.

Referencing – The Harvard Reference System (HRS)

When researching a topic for any written assignment (e.g., essay, report or dissertation), students are expected to make use of a variety of sources including books, journal articles, newspaper articles, web pages and audio-visual material.

At BIMM Institute we use the Harvard Reference System. According to this system, we acknowledge our sources within text (in-text citations) and by including a Reference List at the end of the work.

Please see the ***BIMM Guide to Harvard Referencing*** on the Academic Study Skills site [here](#) for further details on how to reference work.

3. Key Course Staff

All staff contributing to the course are highly experienced practitioners, and the majority have degrees or post-graduate qualifications.

Key Course staff names and contact details can be found on your Course Homepage, which can be found on bimmstudents.com. Details of the lecturer with responsibility for a particular module can be found on the relevant module pages on [Canvas](#).

4. Graduate Attributes

Those that study at BIMM are expected, upon graduation to exhibit the following attributes:

Employable and Entrepreneurial

BIMM graduates will act with professionalism and integrity. They will demonstrate entrepreneurial skills to their colleagues and potential employers including:

- exemplary communication skills
- efficient time management
- effective self-managed independent and team working
- respect for the opinions of others and the ability to receive criticism and use it constructively
- imaginative, creative and critical thinking
- effective problem solving
- digital literacy
- numeracy
- a strong sense of personal and professional identity.

Resilient and Adaptable

BIMM graduates will be confident and resilient enough to recover quickly from setbacks.

Creative, Collaborative and Connected

BIMM graduates will be self-assured enough to form lifelong creative networks where they can connect and collaborate with others on activities or projects to generate value.

Globally Aware

BIMM graduates will be confident to act effectively in settings where language and culture are not familiar to them and will understand international context and practices both within, and beyond, their discipline.

Socially Responsible

BIMM graduates will understand how their actions can enhance the wellbeing of others and will be equipped to make a valuable contribution to society.

Professional

BIMM Graduates will demonstrate an informed understanding of their discipline or professional practice, and the ability to question its principles, practices and boundaries.

Intellectually Curious

BIMM Graduates will demonstrate initiative, self-reflection, academic integrity and ethical responsibility. They will possess powers of analysis, synthesis, and evaluation. They will appreciate disciplines and forms of professional practice beyond their own and draw connections between them.

Self-Aware

BIMM Graduates will be equipped to seek knowledge and to continue learning throughout their lives. They will set themselves high standards and will demonstrate qualities that enable them to be reflective and independent lifelong learners.

5. BA (Hons) Popular Music Performance and Music Business Course Specification

Full Title of Course & Award:	BA (Hons) Popular Music Performance and Music Business
Mode of Attendance:	Full-time
Length of Course:	This course is taught as a three-year course at Levels 4, 5 and 6.
Start Date:	<ul style="list-style-type: none">• Initial validation: 2019• First cohort intake: 10/2020• Last revalidated: N/A
Awarding Institution:	BIMM University
Teaching Institution:	BIMM Institute
UCAS Code:	W300
Language of Study	English
Final Award:	<ul style="list-style-type: none">• Certificate of Higher Education (exit award only at Level 4)• Diploma of Higher Education (exit award only at Level 5)• Bachelor of Arts with Honours
FHEQ Level:	<ul style="list-style-type: none">• 120 credits at Level 4• 120 credits at Level 5• 120 credits at Level 6
Reference Points:	<ul style="list-style-type: none">• QAA Subject Benchmark in Business and Management (February 2015) and Music, October 2016• FHEQ (2008)• QAA Quality Code (2017)
Minimum Period of Registration:	3 years
Maximum Period of Registration:	6 years

Admissions Criteria:	Minimum of 2 A-levels at Grade C or above (64 UCAS points), OR BTEC Level 3 equivalent, and 4 GCSEs at a minimum grade C/4 including English Language.
Date of Course Specification:	Last revised: March 2020

6. Course Aims

Students will enter the course with a wide range of skills and experiences and a variety of ambitions and goals. They will provide a useful compliment to the existing non-performing BA (Hons) Music Business cohort as all will be active musicians in addition to potential music business practitioners. As such the course will cater for the kind of creative individual wishing to self-manage their own band or project, release their own material online or in physical format, develop their live presence, and use their experience at BIMM University to expand their horizons.

The title will allow such students to combine their creative practice as artists with their interest in the business and may also facilitate their progression to professional qualifications in areas such as music law or music education. For those wishing to broaden their horizons the course will facilitate a broad portfolio approach, and for those with clearly defined career or entrepreneurial goals it will allow them to specialise at an early stage.

The qualification is designed to facilitate the graduate attributes identified in two Industry Advisory Panels (IAPs) conducted at BIMM Group (November 2018, February 2019) and meet the principles of the EHLST subject grouping.

The curriculum spine cultivates transferable and soft skills such as, personability, professionalism, healthy work ethic, emotional resilience, the origination and application of creative and critical thinking, and contextual awareness increasing the student's contextualisation and comprehension of how contemporary practices have been influenced by exemplar historical practitioners.

The core modules provide a safe and supportive space where students can master their instrument performance skills and techniques, gain practical performance experience live on stage or in the recording studio, and showcase their performance skills. As industry practitioners it allows them to explore a variety of commercial, digital and practical opportunities by developing essential practitioner competencies and expertise in recording and DIY release, marketing & PR, budgeting and fiscal responsibility, digital literacy, project management skills and entrepreneurship.

The options allow students to specialise and develop their own unique areas of interest as professional practitioners in various sectors such as tour management, video production, teaching, sound recording, rights management and secondary exploitation, music law, gaming and the psychology of music.

7. Course Structure

BA (Hons) Popular Music Performance and Music Business consists of the following modules (click on each module for more details)

Code	Year/ Semester	FHEQ Level	Module Title	Core/ Spine/ Option	Credits
Year 1					
COM411	1/1	4	The Creative Industries	Spine	15
PMP403X	1/1	4	Performance Skills	Core	15
PMP401X	1/1	4	Core Instrument Skills	Core	15
MUB403	1/1	4	The Music Business	Core	15
COM412	1/2	4	The Creative Industries & You	Spine	15
PMP405	1/2	4	Applied Performance	Core	15
MUB405X	1/2	4	Releasing Music	Core	15
MMC414	1/2	4	Marketing & Branding	Core	15
Total Credits					(120)
Year 2					
COM521	2/1	5	Defining your Practice in Context	Spine	15
MUB501X	2/1	5	Business & Enterprise	Core	15
PMP504X	2/1	5	Interpretive Instrument Skills	Core	15
Pick one of the following options:					
MUB502X	2/1	5	Record Label Management	Option	15
PMP521	2/1	5	Extended Instrument Skills	Option	15
PMP502	2/1	5	Composition & Arranging Techniques	Option	15
PMP503X	2/1	5	Contextualised Performance	Option	15
COM504	2/1	5	Touring and Live Events	Common Option	15
COM503X	2/1	5	Creative Video Production	Common Option	15
Semester 2					
COM522	2/2	5	Exploring Practice Through Collaboration	Spine	15
MUB506	2/2	5	Financing Creativity	Core	15
PMP508	2/2	5	Digital Performance Portfolio	Core	15
Pick one of the following options:					
MUB517	2/2	5	Rights Management & Synchronisation	Option	15
MUB508	2/2	5	The Business & Culture of Electronic Music	Option	15
PMP507X	2/2	5	Creative Band Performance	Option	15
PMP506X	2/2	5	Applied Repertoire Performance	Option	15
PMP511	2/2	5	Session & Recording Skills	Option	15
SWR506	2/2	5	Lyricism & Aesthetics	Option	15
MSP507X	2/2	5	Vocal Capture & Production	Option	15
COM506	2/2	5	Working in the Creative Industries	Common Option	15
COM505X	2/2	5	Practical Learning and Teaching in the Creative Arts	Common Option	15
Total Credits					(240)
Year 3					
COM601	3/1&2	6	Final Project	Spine	30
MUB601X	3/1	6	Audience Experience & Motivation	Core	15
PMP601X	3/1	6	Performance Showcase	Core	15

Pick one of the following options:					
MUB602	3/1	6	Creative Economics	Option	15
MUB604X	3/1	6	Digital Arts & Branding	Option	15
MMC603X	3/1	6	Digital Content Creation	Option	15
PMP603X	3/1	6	Specialised Genre Performance	Option	15
SWR602	3/1	6	Creative Performance with Mixed Media	Option	15
SWR603	3/1	6	Scoring for Drama	Option	15
COM607	3/2	6	Diversity in the Creative Industries	Common Option	15
Semester 2					
COM612	3/2	6	Professional Portfolio	Spine	15
Pick two of the following options:					
MUB605	3/2	6	Business Ethics & Music Law	Option	15
MUB606	3/2	6	Music & Event Futures	Option	15
PMP604	3/1	6	Specialised Instrument Skills	Option	15
PMP605	3/2	6	Theory & Analysis	Option	15
SWR604	3/2	6	Creative Ensemble	Option	15
COM606X	3/2	6	Practical Learning and Teaching in the Creative Arts 2	Common Option	15
COM608X	3/2	6	Psychology of Music	Common Option	15
Total Credits					(360)

Please note that the offering of option modules in individual colleges and in any given academic year will be subject to the availability of resources and sufficient student interest.

8. Higher Education Strategy

BIMM University is committed to providing high quality teaching and support for its students by addressing the differentiated needs of individual learners and ensures that all students have equal and fair access to learning resources. All learning and teaching approaches adopted by BIMM University are flexible, student-centred, diverse and appropriate to the skills and needs of individual students.

In order to provide relevant, diverse, quality learning experiences, the course implements the BIMM University Higher Education Strategy. This allows us to create inclusive, engaging learning activities that can address diverse learning and teaching styles, foster the culture of a learning community and, through the outcomes, enable students to develop their own creative identity. This aims to help build students capacity to be innovative in dealing with obstacles set by the professional demands of the industry.

For more information see [BIMM University's Higher Education Strategy](#).

9. Assessment

BIMM University is committed to the development of reflective and entrepreneurial practitioners in music, and the emphasis on professional development is also reflected in the diet of assessment. For more information see our [Undergraduate Academic Regulations](#).

BIMM University is deeply connected to the wider creative industries, and the design of the curriculum and the assessment of learning outcomes is guided by this principle. Assessment design aims to echo 'real world' commercial briefs and scenarios alongside the academic skills of research, analysis and critique required for a qualification at this level.

Assessment Types

Regular formative and summative assessment will be used to inform day-to-day learning and teaching and future staff development.

1. Summative assessment

Diverse forms of assessment such as discussion, presentation, case study, essay, critical report, reflective video, software projects, installations, audio files, practical and performances provide students with the opportunity to fully explore the module learning outcomes, and addressing the grading criteria within realistic, industry relevant scenarios.

To make assessment explicit to both students and assessors, components of assessments are weighted where appropriate and where the whole portfolio piece of work contributes to the overall grade a holistic approach to assessment is implemented. Where there are separate learning outcomes assessed, they are split into smaller assessments, weighted correspondingly.

2. Formative assessment

Formative assessment is developmental and provided via in-class activities. This is an informal type of assessment, and it can provide a fun, safe and non-judgemental scenario for students to evaluate their own knowledge. The use of assessment for learning by tutors, along with the use of peer and self-assessment is encouraged for students. When portfolios are being developed, the implementation of PebblePad is an excellent example of formative, portfolio-based pedagogy, which leads on to blended learning strategies.

Full Details are in our [Student Assessment Handbook](#).

The assessment calendars for each year of this course are as listed further in this document.

10.1 Assessment Calendars: Year 1 (Level 4)

Year 1: Semester 1 Assessment Calendar

	COM411 - The Creative Industries (spine)	PMP403X - Performance Skills (core)	MUB403 - The Music Business (core)	PMP401X - Core Instrument Skills (skills)
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13	A1: Assessment Portfolio 20 hours of project work (100%)			A1: Individual Performance 2 songs, not exceeding 10 minutes (100%)
14		A1: Performance Portfolio 5-10 mins (Two pieces) (100%)	A1: Industry Schematic Diagram + Analysis Schematic Diagram + 1500-word analysis (100%)	
15				

Year 1: Semester 2 Assessment Calendar

	COM412 - The Creative Industries and You (spine)	PMP405 - Applied Performance (core)	MUB405X - Releasing Music (core)	MMC414 - Marketing & Branding (core)
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13	A1: Assessment Portfolio 20 hours of project work (100%)	A1: Ensemble Performance (two songs - up to 10 mins) + Q&A (up to 10 mins) (100%)	A1: Music Release Plan Presentation 10 min recorded presentation (100%)	
14				A1: Analytical Report 2,000 words (100%)
15				

10.2 Assessment Calendars: Year 2 (Level 5)

Year 2: Semester 1 Assessment Calendar

	COM521 - Defining your Practice in Context (spine)	MUB501X - Business & Enterprise (core)	PMP504X - Interpretive Instrument Skills (core)	PMP521 - Extended Instrument Skills (option)	PMP502 - Composition and Arranging Techniques (option)	MUB502 - Record Label Management (option)	COM504 - Touring and Live Events (option)	COM503X - Creative Video Production (option)
1 - 12								
13			A1: Individual Performance & Viva Voce Two pieces, not exceeding 10 minutes in total + 10-minute viva (100%)		A1: Composition/Arrangement Audio + Analysis 3 minutes + 1000 words or 5-minute video presentation (100%)	A1: Critical Analysis 2500 words (100%)	A1: Written Plan 2000 words (100%)	A1: Video Production + Reflective Video Commentary 3 minutes + 1-2 minutes (100%)
14	A1: Research Case Study 3000 words or 20 min narrated presentation (100%)	A1: Business Plan 2500 words (100%)		A1: Portfolio 2500 words or equivalent (100%)				
15								

Year 2: Semester 2 Assessment Calendar

	COM522 – Exploring your Practice Through Collaboration (spine)	MUB506 - Financing Creativity (core)	PMP508 - Digital Performance Portfolio (core)	PMP507X - Creative Band Performance (option)	PMP506X - Applied Repertoire Performance (option)	PMP511 - Session Recording Skills (option)	SWR506 - Lyricism & Aesthetics (option)	MSP507X- Vocal Capture & Production (option)	MUB517 - Rights Management & Synchronisation (option)	MUB508 - The Business and Culture of Electronic Music (option)	COM506 - Working in the Creative Industries (option)	COM505X - Practical Learning & Teaching in the Creative Arts (option)
1-12												
13	A1: (Process) Portfolio Assets equivalent to at least 25 hours of project work (100%)		A1: Video Performances Portfolio Performance footage not exceeding 15 minutes in total (100%)	A1: Ensemble Performance 3 songs Up to 15 minutes (100%)	A1: Ensemble Performance 3 songs 15 minutes total (100%)	A1: Individual Performance / Skills Test + Viva Voce 25 minutes + 10 minutes (100%)	A1: Audio composition + Writing rationale with lyrics 6 minutes + 1000 words (100%)	A1: Vocal Production Project Session + Production Report 3 – 8 minutes + 2,000 words or 5 – 10 minutes A/V report (100%)		A1: Case Study 2,500 words (100%)		A1: Practical Lesson Observation & Viva Practical Lesson Observation 30 Minutes Viva 15 minutes (wks. 13-14) Portfolio 1000 words plus a Scheme of Work, 5 lesson plans and all resources (wk13) (100%)
14		A1: Patchwork Assessment 3000 words (100%)							A1: Portfolio 2,500 words (100%)	A1: Report + Digital Portfolio 2000 words + Digital Portfolio (100%)		
15												

10.3 Assessment Calendars: Year 3 (Level 6)

Year 3: Semester 1 Assessment Calendar

Se- mes- ter 1 weeks:	COM601 - Final Project (spine)	MUB601X - Audience Experience & Motivation (core)	PMP601X - Performance Showcase (core)	PMP603X - Specialised Genre Performance (option)	SWR602 - Crea- tive Performance with Mixed Media (option)	SWR603 - Scoring for Drama (option)	MUB602 - Creative Economics (option)	MUB604X - Digital Arts & Branding (option)	MMC603X - Digi- tal Content Crea- tion (option)	COM607 - Diver- sity in the Crea- tive Industries (option)
1-5										
6										
7	A1: Project Pro- posal 1200 words or 10-minute digi- tal presenta- tion (20%) Week - 7 - 9 Se- mester 1									
8										
9										
10										
11										
12										
13			A1: Ensemble Performance Not to exceed 20 minutes (100%)	A1: Ensemble Performance Three songs not exceeding 20 minutes in total (100%)	A1: Live Perfor- mance of compo- sitions including components + Live presentation 15 minutes maxi- mum + 5 minutes live presentation (100%)	A1: Scored Video Submission + Report 6 minutes (within up to 10 minutes of video) + 1,000 words or 5 minutes (100%)	A1: Creative Eco- nomic Essay 2,500 words (100%)	A1: Design Portfo- lio + Evaluative Report Portfolio + 2,500 words (100%)	A1: Website / Online Channel + Creative Reflec- tion Various (See brief) + 750 words (100%)	A1: Website / online channel Various (see be- low) plus 750- word critical re- flection (100%)
14		A1: Consumer Analysis 2,500 Words (100%)								
15										

Year 3: Semester 2 Assessment Calendar

Semester 2 weeks:	COM601 - Final Project (spine)	COM612 - Professional Portfolio (spine)	PMP604 - Specialised Instrument Skills (option)	PMP605 - Theory & Analysis (option)	MUB605 - Business Ethics & Music Law (option)	MUB606 - Music & Event Futures (option)	SWR604 - Creative Ensemble (option)	COM606X - Practical Learning & Teaching in the Creative Arts 2 (option)	COM608X - Psychology of Music (option)
1-11									
12									
13		A1: Personal and Professional Development Portfolio Negotiated Portfolio + 10-minute digital presentation (100%)	A1: Individual Performance Not exceeding 20 minutes in total (100%)	A1: Essay 3,000 words (100%)			A1: Performance + Viva 20 minutes maximum 3 minutes (100%)	A1: Practical Lesson Observation & Viva 30 minute lesson plus 20 minute viva (wks. 13-14) 2250 words plus a Scheme of Work, 5 lesson plans and all resources (wk. 13) (100%)	A1: Essay 3500 words (100%)
14	A2: Project Output To be negotiated + Ethical Approval Form (80%)				A1: Case Study Report 3,000 words (100%)	A1: Report or Podcast or Other mode agreed with tutor 3,500 words or 30 minutes (100%)			
15									

11.1 Learning Outcomes: BA (Hons) Popular Music Performance and Music Business Year 1 (Level 4)

Knowledge and Understanding. Able to:

- A1. Recognise the roles and responsibilities of key music industry businesses and professionals and describe the flow of revenue between them
- A2. Identify and describe key areas of operation in business and management
- A3. Apply technical, theoretical and creative concepts to musical structures.
- A4. Utilise relevant stylistic knowledge in musical outputs.

Intellectual (thinking) skills. Able to:

- B1. Relate developments in your field of study to key cultural theories and make connections with your own practice.
- B2. Use Appropriate research tools to gather and evaluate data in inform your practice. Recognise and reference ideas of others in your own work.
- B3. Propose logical and reasoned solutions to technical problems. Reflect on external feedback and personal experience.
- B4. Communicate ideas clearly a range of modes of expression, through structured and coherent arguments.

Subject practical skills. Able to:

- C1. Identify practical skills and tasks specific to the creative industries.
- C2. Demonstrate appropriate creative and technical skills in relation to instrumental or vocal performance and music business related activities.
- C3. Select and utilise industry relevant/specific digital technologies in an appropriate manner.
- C4. Interpret and perform music in specified stylistic contexts with guidance.

Key/Transferable skills. Able to:

- D1. Identify personal strengths and weaknesses and engage with support and reflective thinking to address areas for development.
- D2. Plan your workload effectively to be able to carry out creative projects and meet assessment deadlines.
- D3. Identify opportunities for collaborative work, and the personal skills required to succeed in these contexts.
- D4. Use appropriate technology to support your learning and development.

11.2 Learning Outcomes: BA (Hons) Popular Music Performance and Music Business Year 2 (Level 5)

Knowledge and Understanding. Able to:

- A1. Apply high level diagnostic and creative skills to music business related activities.
- A2. Distinguish and examine key areas of operation in business and management.
- A3. Analyse musical outputs in relation to theoretical concepts.
- A4. Explore the relationship between music and socio-cultural factors.

Intellectual (thinking) skills. Able to:

- B1. Contextualise and critically evaluate your own work and the work of others, relating and applying theory to practice.
- B2. Make informed and well-reasoned judgements through critical engagement with research, demonstrating an awareness of interdisciplinary approaches
- B3. Identify and propose creative reasoned solutions to technical and conceptual problems. Invite external feedback and draw on a range of perspectives.
- B4. Communicate ideas effectively to specialist and non-specialist audiences in a range of contexts, showing critical awareness.

Subject practical skills. Able to:

- C1. Demonstrate technical proficiency and sustained application of skills in relation to instrumental or vocal performance.
- C2. Analyse a range of business data, using appropriate sources of information and methodologies.
- C3. Apply creative and interpretive skills in performance with autonomy.
- C4. Experiment with new skills and techniques in income generation, IT and data analysis and collaborative entrepreneurship.

Key/Transferable skills. Able to:

- D1. Use well-informed reflective self-awareness to interpret and address factors affecting your learning and practice.
- D2. Define, review and reflect on personal and professional goals to plan and manage projects.
- D3. Demonstrate skills of collaboration and teamwork, showing sensitivity for the well-being of others and the diversity of people and ideas.
- D4. Engage appropriately with a variety of industry standard digital tools to make connections and communicate ideas.

11.3 Learning Outcomes: BA (Hons) Popular Music Performance and Music Business Year 3 (Level 6)

Knowledge and Understanding. Able to:

- A1. Evaluate key areas of operation in business and management, summarising the relationship between these areas.
- A2. Apply in-depth knowledge of the technical and aesthetic processes involved in creating and performing music, at least some of which is at, or informed by, the forefront of defined aspects of the discipline.
- A3. Assess and resolve problems of uncertainty and complexity pertinent to the music business, predicting future outcomes.
- A4. Relate musical outputs and processes to established and emerging knowledge.

Intellectual (thinking) skills. Able to:

- B1. Articulate a critical awareness of the reciprocity of theory and practice.
- B2. Use systematic critical analysis, and synthesis of complex information to support enquiry into contemporary practice.
- B3. Evaluate solutions to complex issues, drawing on appropriate research, some of which is at the forefront of the discipline.
- B4. Communicate complex concepts and arguments, acknowledging the uncertainty of knowledge.

Subject practical skills. Able to:

- C1. Synthesise a range of cognitive and intellectual skills with competencies specific to music industry business and management.
- C2. Evaluate a range business data, using appropriate sources of information and methodologies.
- C3. Select and apply the technical and expressive skills necessary to communicate convincingly to a listener in a variety of contexts, some of which are complex and unpredictable.
- C4. Create musical outputs in response to current and emerging industry needs.

Key/Transferable skills. Able to:

- D1. Self-manage projects, drawing on an awareness of personal and professional values that motivate you to direct your own learning and development.
- D2. Exercise personal and professional responsibility, make rational decisions and take initiative in complex and unpredictable contexts.
- D3. Use skills of emotional intelligence to work effectively with others in professional and creative contexts.
- D4. Research and employ appropriate technologies to enhance your creative and professional practice