

## Module Specification

**Module Title:** Contextual Studies 3: Emerging Music Models

<b>Module code:</b>	HBASHR026	<b>NQF level:</b>	Level 6
<b>Credit value:</b>	20 credits	<b>Semester of study:</b>	1 and 2
<b>Applicable pathways:</b>	Business, Classical, Film Music, Folk, Jazz, Popular, Production and Songwriting	<b>Pre-requisites:</b>	None

### Module overview

The music business is a fast changing industry and this module addresses emerging business models and new approaches to market research. Areas of study include:

- Structural analysis of the music and neighbouring industries within technological, conceptual, developmental and economic contexts;
- Analysis and contextualisation of strategic management;
- Applying strategy and business model literature; using existing music and entertainment industry literature to address the contexts of strategic management and business model development;
- Industry sectors, segments, practices, operations and niche markets;
- Advanced branding: monetising the commercial value of cultural capital;
- Advanced analytical and evaluation methods – means to ends planning;
- New methods of strategic analysis, contextual and conceptual evaluation;
- Globalisation: challenges, sustainability, communications and ethics;
- Corporate structures and organizational decision making;
- Strategic customer targeting in the music industry;
- Interactive media, social networks, social networking applications, virtual reality, user profiling.

### Aims

Leeds College of Music recognises that the music industry is a fast changing entity and students need to be aware of the danger of entrenched practices and positions, and how such practices have developed in light of changing business models and innovation. The module therefore examines this fast changing industry in order to ensure that the student understands its dynamic nature and how it may impact upon their success.

The module aims to:

1. Explore key theoretical and practical matters in strategic decision-making, with special attention to digital innovation in the context of the music industry.
2. Inspect conventional strategy in both theory and practice, focusing on changing business models and innovation.
3. Critically evaluate entrenched practices and positions and examine new sources of reliable research information on new customer relation types (both businesses and consumers).
4. Analyse strategic alliances and shifts in entertainment markets in terms of operations, supply chains, licenses, revenue exploitation, research and networked communications strategies.

### Learning outcomes

On successful completion of this module, students will be able to:

1. Analyse emerging business models, digital methods and new strategic directions within the Music Industry exploring the role of music within both fixed and digital media.
2. Address new approaches to market research and product development in relation to changing audience/consumer trends identifying sustainable strategies in response to shifts in production and consumption, economic modelling and revenue.
3. Examine policy decisions through evolving relationships between industry, government(s) and trade areas, concerning consumers/citizens and stakeholders.

- Use supply chain analysis and other operational methods to follow the key revenue/value streams and licenses, communications and organisational models.

### Learning and teaching methods

The module will be delivered through a lecture and seminar series.

**Lecture** sessions will deliver key information as outlined in the indicative content and cover key concepts such as globalisation, strategic analysis and the influence of technology.

**Seminar** sessions will be used for group-based discussions using material covered in the lectures. Students will be encouraged to apply principles linked to case studies by examining ideas along with their strengths and weakness.

### Contact hours and directed study (over semesters 1 and 2)

Delivery type	Student hours
Indicative hours for learning and teaching activities	30 hours
Indicative hours of directed study	170 hours
Total hours (100hrs per 10 credits)	200 hours

### Opportunities for formative feedback

Students will receive formative feedback through the seminar series.

### Assessment Method

Description of assessment	Length/Duration	Weighting	Module LOs addressed
Research-based case study	3000 words	100%	1, 2, 3, 4

### Re-Assessment Method

Description of assessment	Length/Duration	Weighting	Module LOs addressed
Research-based case study	3000 words	100%	1, 2, 3, 4

### Indicative Reading List

- Demers, C. (2007) Organizational Change Theories: A Synthesis. London: Sage.
- Du Gay, P. (1997) Production of Culture/Cultures of Production. London: Sage.
- Fuchs, C. (2007) Internet and Society: Social Theory in the Information Age: 9. London: Routledge.
- Grant, R.M. (1999) Contemporary Strategy Analysis, Oxford: Blackwell
- Hempstead: Prentice Hall.
- Ha, L S & Ganahl, R (eds.). (2006) Webcasting Worldwide: Business Models of an Emerging Global Medium, Malwah. NJ: Lawrence Erlbaum Associates.
- Hutchison, T, Macy, A and Allen, P. (2006) Record Label Marketing. Oxford: Elsevier.
- Jarzabkowski, P. (2005) Strategy as Practice: An Activity-Based Approach. London: Sage.
- Jenkins, H. (2007) Convergence Culture. NYU Press: NYC.
- Johnson, G, Scholes, K & Whittington, R. (2008) Exploring Corporate Strategy: Text & Cases. London: Prentice Hall.
- Kagerman, H & Osterle, H. (2011) IT driven business models: Global Case Studies in Transformation. Wiley.