



MUSC 426

STRATEGIC MANAGEMENT

3 Credits, FALL 2024

Instructor: Ric Robbins

Contact Information

Office: Second Floor, Room 202

Office Hours: Monday and Wednesdays, 3:00 to 4:30 PM Email

address: ric@cmcnashville.com

Greenville University Mission Statement

Greenville University empowers students for lives of character and service through a transforming Christ-centered education in the liberal arts, sciences, and professional studies.

Contemporary Music Center Mission Statement

The mission of the Contemporary Music Center is to prepare students for careers in the entertainment industry as Christ-followers through a project-based, experience-centric curriculum.

Course Description

The purpose of this course is require students to assemble a successful artist roster and participate in the following activities on their artist's behalf: scheduling, creating a business plan, analyzing and forecasting trends in popular music, advising and developing the artists with regard to their live show and recordings.



Required Texts

- Allen, Paul, “Artist Management for the Music Business” 2007. Select readings.
- Sample artist management contracts
- National act booking contract from The Agency Group
- National act booking contract from ICM (International Creative Management)
- Sample booking contracts for local and regional bands.
- BMI Licensing Agreement

Course Objectives

By completing this course, students will:

1. Learn to evaluate and recognize an artist’s strengths and weaknesses and identify ways to help the artist develop.
2. Confidently plan and execute all elements of producing a live concert or event.
3. Demonstrate the ability to work effectively within teams and navigate conflicts positively.
4. Understand the nature of the various relationships that exist between an artist and those who represent the record label, music producers, concert promoters and so on.

Methods of Instruction & Expectations

The table below outlines how the assignments and activities fulfill course objectives and align to program, department, and institutional objectives.

SLO	Program Objectives	Course Objective	Assignments/ Activities
1	2	1	2
2	1	2	3
4	2	3	2
5	2	4	2



1. **Attendance and Participation:** Students are expected to come to class fully prepared to discuss all relevant materials and regularly participate in classroom discussions and Q&A periods.
2. **Application Exercise:** A series of 'lab' projects are assigned throughout the semester to show evidence of skill sets acquired. These will include managing and overseeing the creation of EPKs, publicity shots, artist tour positioning, one-sheets, etc.
3. **Artist Management Portfolio:** Assemble an Artist Management Portfolio that details the entire strategic marketing plan for each assigned artist.

Evaluation and Grading

Course grades are calculated as follows:

Activity	Percent of grade
Attendance and Participation	20%
Application Exercise	60%
Artist Management Portfolio	20%
TOTAL	100%

Grade	Points
A	100-93
A-	92-90
B+	89-87
B	86-83
B-	82-80
C+	79-77
C	76-73
C-	72-70
D+	69-67
D	66-63
D-	62-60
F	59 and under



Contemporary Music Center Student Learning Outcomes

The following Student Learning Objectives guide the Contemporary Music Center Program:

1. Master the pre-professional skills necessary to secure an entry-level position in the entertainment industry
2. Formulate a vocational versus a vocational calling to a career within the entertainment industry
3. Construct an apologetic for the mission and work of a Christ-follower within the entertainment industry

Greenville University Student Learning Outcomes

Greenville University's General Education Program reflects the institution's belief in holistic education that builds Christian character, expands the mind to consider broad perspectives, develops awareness of a global community and beckons students to consider questions critically, creatively and through a Christian lens.

The following Student Learning Objectives guide the Greenville University General Education Program and the aims of the Departmental Programs:

1. CRITICAL SELF-AWARENESS – Recognize and develop personal strengths, subjecting individual ideas and expression to critical analysis and revision.
2. KNOWLEDGE AND SKILL - Employ truth-seeking measures through the use of critical inquiry, including appropriate and relevant research.
3. COLLABORATION AND COOPERATION ACROSS DISCIPLINES - Collaborate and cooperate effectively with others, based on open dialogue and mutual respect.
4. COMMUNICATION - Communicate effectively, using written, oral and creatively artistic methods.
5. CULTURAL AND AESTHETIC VALUES - Recognize the value of diverse cultures and their contributions.
6. CHARACTER AND APPLICATION OF CHRISTIAN VIRTUES - Articulate the integrating of Christian faith with living and learning.



Campus Resources

The Contemporary Music Center has a variety of student support systems in place. See Warren Pettit for information.

Accommodations

Reasonable accommodations are available for students who have a documented disability. Please notify the instructor during the first week of class of any accommodations needed for the course. Late notification may cause the requested accommodations to be unavailable. All accommodations must be approved the CMC Director.



Title IX

Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. If you or someone you know has been harassed or assaulted, you can contact Ross Baker, our Title IX Deputy Coordinator, at 618.664.7115, or use our [Incident Reporting Form](#).

The Contemporary Music Center Policy on Writing and Plagiarism

The Contemporary Music Center is committed to helping students improve writing. The program expects all courses to contain a writing component as part of the evaluation of student progress. We expect students to produce written work that is focused, well developed, organized, and relatively free of grammatical, punctuation and spelling errors. Papers that fall short of this standard will not be accepted; the work will be returned to the student for revision within a reasonable time. Students in a Christian off-campus study program are expected to do all academic work with integrity. This means that they should practice academic honesty without exception. The CMC takes this so seriously we ask all incoming students to sign a statement guaranteeing that they understand the notion of academic integrity and will conform to the policies described below.

All forms of academic dishonesty, which include cheating and plagiarism, are inappropriate in the program. Cheating and plagiarism are variations on a theme: both involve offering the work of another as one's own. Students cheat and/or plagiarize when they:

Give or receive aid from another student or other person during a test, quiz, or homework assignment when they were told to work alone.

Copy all or part of another student's work-an exam, worksheet, homework assignment, essay, speech, musical composition, web production, etc.-and submit it as their own work.

Copy all or part of any published or copyrighted source such as a book, periodical article, or musical composition and submit it as their own work.

"Cut and paste" information from a digital source such as a CD-ROM or web page and submit it as their own work.

Steal ideas or conceptual frameworks from another source and submit them as their own without giving proper credit to the source.



Submit other people's work as their own (e.g. a roommate's term paper or one purchased over the Internet).

Ask someone else to complete a writing project for them and revise and edit the work in such a way that they are not really the one responsible for the final document. (Please note: CMC faculty often encourage students to share their work in progress with others. This is simply a good habit for any scholar that we fully endorse. What we don't want students to do is let another person take over and complete an academic task that is their own responsibility.)

This list is not exhaustive, but should give a clear idea of what constitutes academic dishonesty. In general terms, academic dishonesty occurs when people knowingly or unknowingly take credit for words or ideas that are not their own in work that is produced for a class, presentation, publication, or other public domain. All forms of cheating and plagiarism involve intellectual theft, and thou shalt not steal!

Students are responsible to use appropriate quotation marks whenever they use words from another source. They must cite sources for ideas that originated with others. They are responsible to learn the specific documentation methods required in their chosen academic disciplines. Whenever they are in doubt about how to cite sources or use others' writings in their own, they should ask a professor.

At the CMC academic dishonesty has severe consequences. If instructors discover any instance of cheating or plagiarism, they are well within their rights to assign a failing grade for that assignment or for the course. Furthermore, they must report the student to the program Director. If a second instance of academic dishonesty occurs, the student will receive a failing grade for the course, and the case will be forwarded to the Vice President of Academic Affairs at Greenville University for review and possible further disciplinary action. A student may be expelled from the program for repeated or extreme violations of academic integrity. Appeals can be handled through the normal judicial process.

Note from the Center for Teaching and Learning: Recycling previous work – even if it is your own work – is also known as “self-plagiarism.” If you see an opportunity to reuse work you have completed for another class, be sure to get instructor approval before doing so.

Disclaimer

This syllabus and all of its contents are property of the the Contemporary Music Center.