

MUSIC MANAGEMENT

The Bachelor of Music degree with Emphasis in Music Management provides a comprehensive professional music degree that combines intensive study of classical music with studies in music management, including music publishing, copyright, licensing, income and royalty stream analysis, business fundamentals and general education classes. Each student will complete a self-designed Senior Music Project which demonstrates their proficiency in the major field. Students must complete a minimum of 120 units with a Pacific cumulative and program grade point average of 2.0 in order to earn the Bachelor of Music degree with a major in music management.

Musicianship

Maintain/develop musical and supporting skills as needed to interact with performance musicians.

1. In a recording studio or live performance setting, show facility with musical concepts and equipment.
2. Play primary instrument in ensemble and solo performance

Analytical, Problem-Solving and Communicative Skills

1. Access, analyze, evaluate, synthesize and present information using a variety of methods including computer-based media.
2. Make informed judgments and solve problems using evidence and reasoned analysis in the context of music industry topics.
3. Adapt message and media to the audience.

Fundamental Music Industry Theory and Practice

1. Use basic understanding of music industry business, legal, marketing and operational practices to articulate and recommend consideration of viable change to an existing business strategy.

Select and Use Technology

Stay abreast of and use technology to carry out music management tasks.

1. Select and use the current range of professional office management computer software to complete office-related tasks.
2. Identify, learn, and appropriately apply available emerging technologies in the music and entertainment-based industry, especially as they relate to the creation, promotion and distribution of intellectual property.

Entrepreneurship

Engage in entrepreneurial activities that apply critical knowledge of the music industry.

1. Demonstrate understanding of the overall functions and structures of the current music industry including copyright law, publishing, contracts, and licensing
2. Identify and analyze major trends and events in the history of the music industry
3. Identify general aspects of the various niches within the industry.
4. Distinguish/describe the structure and operations within the student's industry area of interest.
5. Use knowledge of the music industry niches, structures, and trends to articulate a clear and reasoned approach to pursuing one's own career and personal objectives
6. Proactively articulate and engage in networking opportunities

Ethical Sensitivity

Identify ethical conflicts and articulate how own values are connected to the application of professional standards of conduct.

1. Identify sources of ethical conflicts in case examples
2. Analyze and explain professional standards of ethical conduct in the music industry
3. Articulate sources of own values and connect to decision-making preferences

Collaborative Coordination

Demonstrate interpersonal skills critical for success in team or collaborative environments.

1. Articulate organizational structures typical to the music industry that shape decision-making
2. Identify when collaborative decisions and/or teamwork is needed
3. Draw out the perspectives of others critical to the task and decision-making
4. Seek and use input from others to develop joint and sustainable initiatives and problem solutions
5. Set-up meetings (or other coordination opportunities) and monitor and appropriately work with time constraints on team problem solving
6. As needed, facilitate consensus by summarizing different opinions and articulating a perspective on pro and cons and/or compromise

Bachelor of Music Major in Music Management

Students must complete a minimum of 120 units with a Pacific cumulative and program grade point average of 2.0 in order to earn the bachelor of music degree with a major in music management.

I. General Education Requirements

For more details, see General Education (<http://catalog.pacific.edu/stocktongeneral/generaleducationprogram/>)

Minimum 28 units and 9 courses that include:

A. CORE Seminars (2 courses)

CORE 001	Problem Solving & Oral Comm	3
CORE 002	Writing and Critical Thinking	4

Note: 1) CORE Seminars cannot be taken for Pass/No Credit. **2)** Transfer students with 28 or more transfer credits taken after high school are exempt from both CORE seminars. Students participating in the First Year Honors Program should complete an honors section of CORE 001 regardless of the number of college transfer units completed.

B. Breadth Requirement (7 courses, at least 3 units each)

At least one course from each of the following areas:

Artistic Process & Creation
Civic & Global Responsibility
Language & Narratives
Quantitative Reasoning
Scientific Inquiry

Social Inquiry

World Perspectives & Ethics

Note: 1) No more than 2 courses from a single discipline can be used to meet the Breadth Requirement.

C. Diversity and Inclusion Requirement

All students must complete Diversity and Inclusion coursework (at least 3 units)

Note: 1) Diversity and Inclusion courses can also be used to meet the breadth category requirements, or major or minor requirements.

D. Fundamental Skills

Students must demonstrate competence in:

Writing

Quantitative Analysis (Math)

Note: 1) Failure to satisfy the fundamental skills requirements by the end of four semesters of full-time study at the University is grounds for academic disqualification.

II. Major Requirements

Major Area

MAPP 010 Applied Music *	8
MMGT 005 Introduction to Music Industry Technology	1
MMGT 010 First-Year Seminar in Music Management	1
MMGT 021A Follow the Money I	4
MMGT 050 Music Industry Forum (Must be take twice)	1
MMGT 090 Portfolio Review I	0
MMGT 100 Music Publishing	3
MMGT 106 Sound Recording Fundamentals	3
MMGT 111 Music Industry Analysis	4
MMGT 181 Senior Music Project Proposal	1
MMGT 186 Senior Music Project	1
MMGT 187 Music Management Internship	2
MMGT 190A Portfolio Review II	0
MMGT 190B Portfolio Review III	0
MMGT 190C Portfolio Presentation	1
MMGT 196 Music Industry Career Development	2
MMGT 199 Music Management Exit Examination	1

Supportive Courses in Music

MAPP 001D Class Piano +	1
MCOM 009 Introduction to Music Technology	1
MCOM 032 Diatonic Harmony	3
MCOM 033 Chromatic Harmony	3
MCOM 042 Musicianship I	1
MCOM 043 Musicianship II	1
MHIS 006 Music of the World's People	3
MHIS 011 Survey of Music History I	3
MHIS 012 Survey of Music History II	3
MPER 054 Dean's Seminar	1
Select 8 units from the following:	8

MPER 066 Jazz Ensemble

MPER 070 University Symphony Orchestra

MPER 072 Symphonic Wind Ensemble

MPER 073 Concert Band

MPER 080 Opera Production

MPER 082 The Oriana Choir (Women's Chorus)

MPER 083 University Chorus

MPER 084 Pacific Singers

Music Electives 15

Electives

Electives 16

* Students repeat MAPP 010 in order to have a total of 8 units.

+ Must take two semesters of MAPP 001D.

Music Management Courses

MMGT 005. Introduction to Music Industry Technology. 1 Unit.

This course is an introduction to current technology used in the music industry for the creation, recording, distribution, marketing and promotion of music and music-related products and services. Students will meet weekly to be introduced to various tools and technologies, and then complete lab assignments each week to demonstrate proficiency.

MMGT 009. Musical Elements. 3 Units.

This course is an introductory course that will present the elements that comprise popular music such as melody, lyrics, rhythm, and harmony, in the context of live and recorded music performance, as appropriate for Music Industry Studies. Required for all students in the Music Industry Studies Emphasis. This course does not fulfill music theory or music history requirements for other music majors.

MMGT 010. First-Year Seminar in Music Management. 1 Unit.

This first-year seminar course is a general introduction to making a successful transition to college. Topics include understanding department and University procedures and regulations, developing a four-year academic plan, professional orientation and career planning, and beginning the student portfolio. This course is required of all new students pursuing a Bachelor's degree with Emphasis in Music Management or Music Industry Studies. Students pursuing the Arts and Entertainment concentration in the Eberhardt School of Business may elect to take this course.

MMGT 011. Music, Entertainment in U.S. Society. 4 Units.

This introductory course covers the business, financial, and legal parameters of the music industry. Special emphasis is given to understanding recording contracts, artist management, royalty earnings, copyright issues, and motion picture music. **(GE1B)**

MMGT 021A. Follow the Money I. 4 Units.

A detailed look at how artists, managers and music industry companies earn money in today's industry. This course will include analysis and review of contracts, budgets, deal making, monetization strategies in a global environment, copyright and intellectual property conventions, valuation of music products and learning the various roles and responsibilities of stakeholders in the industry. Prerequisites: MMGT 011, Fundamental Skills Math or permission from instructor.

MMGT 021B. Follow the Money II. 4 Units.

A detailed look at how artists, managers and music industry companies earn money in today's industry. Focus will largely be on the US and international music licensing industry. This course will include analysis and review of contracts, budgets, deal making, monetization strategies, copyright and intellectual property conventions, valuation of music products and learning the various roles and responsibilities of stakeholders in the industry. Prerequisite: MMGT 021A or permission of instructor.

MMGT 035. Digital Music Basics. 2 Units.

This course is a comprehensive look at the language, process and file structure used in the capture, creation, storage and transmission of MIDI and digital audio music products. It provides students with valuable MIDI and digital audio techniques that offer a foundational base of knowledge when working with digital sound designing engineers and technical music producers in the music industry.

MMGT 050. Music Industry Forum. 1 Unit.

This weekly forum will study and discuss the most recent developments in the music and entertainment industry as they relate to the production, dissemination and commoditization of music and music-related products and services. This course will include guest lecturer from the music industry.

MMGT 081A. How to Run and Independent Record Label I. 3 Units.

Operating an independent record label, staffing, record keeping, budgets and planning, managing and selling catalog titles, working with talent, licensing masters, and operations focused around an indie label's CD and/or digital music releases. Students pursuing the BS-MIS degree complete the two semester sequence MMGT 081A and MMGT 081B during their second year in the program. Open to all students outside the major with instructor permission. Prerequisite: MMGT 011.

MMGT 081B. How to Run and Independent Record Label II. 3 Units.

Operating an independent record label, staffing, record keeping, budgets and planning, managing and selling catalog titles, working with talent, licensing masters, and operations focused around an indie label's CD and/or digital music releases. Students pursuing the BS-MIS degree complete the two semester sequence MMGT 081A and MMGT 081B during their second year in the program. Open to all students outside the major with instructor permission. Prerequisite: MMGT 011.

MMGT 087. Fieldwork in Music Management. 1 or 2 Unit.

This course allows students to undertake a music management fieldwork experience to explore potential career options. These are generally at off campus firms, under the guidance of a faculty sponsor. Students are responsible for locating and securing a fieldwork site, developing an approved list of learning objectives, and completing all necessary academic work as prescribed in the course syllabus. Offered on a Pass-No Credit basis only. Prerequisite: MMGT 011 and permission of the instructor.

MMGT 090. Portfolio Review I. 0 Units.

Music Industry and Music Management majors prepare an ePortfolio over the course of his/her study containing signature assignments from specified courses as well as other work products relevant to measuring progress toward attaining program learning outcomes as well as knowledge in the students' area of focus. This course is a milestone review, which occur in each semester of junior year. Each student meets bi-monthly with a faculty advisor to determine appropriate quality and relevance of portfolio contents and to receive feedback on how to maximize its impact. This course is graded on a Pass/No Credit basis only. Prerequisites: Sophomore standing in the BS Music Industry Emphasis; minimum 45 units completed.

MMGT 100. Music Publishing. 3 Units.

Students will learn key creative and business functions related to music publishing, copyright, licensing, song marketing activities, songwriter agreements, writer/publisher splits, as well as the functions and responsibilities of U.S. music publishing companies. Students will gain skills needed to work either in the music publishing field directly, or within the "buyer" fields that conduct business with music publishers (such as TV/Film studios or record companies). Students will have a working knowledge of the publishing industry processes and be capable of interfacing with managers, lawyers, accountants, marketing representatives and other team members to manage a song catalog. Prerequisites: MMGT 11 or Permission of Instructor.

MMGT 102. Creativity and Innovation: Developing a Creative Mindset. 3 Units.

Through a series of interactive games, challenges, collaborative projects and problem-solving activities, students will develop a more creative mindset and explore new approaches to problem solving (including Design Thinking, Initial Fast Failure, and TR12 theory), fostering resourcefulness, adaptability, self-confidence and out-of-the-box thinking - preparing them to adapt more easily to change, disruption and uncertainty in the labor market and "gig" economy.

MMGT 106. Sound Recording Fundamentals. 3 Units.

This course introduces students to basic audio techniques applicable to recording sound. This course is a combination of lecture, lab sessions and independent studio projects which provides a basic understanding of how audio is captured, stored and manipulated in the recording industry. (FILM)

MMGT 107. Performing Arts Administration. 3 Units.

This course is a practical approach to management and business issues that affect arts organizations. Topics include program planning, budget development, fund-raising, community relationships and concert promotion and production.

MMGT 108. Artist Management. 3 Units.

This course introduce students to the roles and responsibilities of a personal manager for a recording artist. Through reading, discussion, project-based work and taking on a working artist to advise and "manager" during the term, students have the opportunity to learn first-hand about the nature of the work of the artist manager and how to plan and execute a project for an artist. Prerequisite: MMGT 011 or permission of the instructor.

MMGT 109. Beyond Talent: Managing Performance Career. 2 Units.

This course provides students intending a career as a performer or artist with the knowledge and skills to help manage their career and image. This course combines readings, workshops, activities, and interviewing successful artists while students develop a basic promotional kit and career plan. Prerequisite: Permission of instructor.

MMGT 111. Music Industry Analysis. 4 Units.

Using reading, research, and discussion, students investigate the evolution of the American popular music industry during the last century. Social, cultural, business and technological changes are considered. The course emphasizes critical thinking, forming and defending opinions, and clearly presenting written and oral arguments that support student-developed theses which relate to a variety of eras and themes. Coursework includes a substantial research project on a topic of the student's own choosing. Prerequisite: MMGT 011 or permission of instructor. Junior standing. (DVSY)

MMGT 120. Media Production. 4 Units.

A laboratory class in which student teams learn to capture, edit, and publish live events such as concerts, recitals, lectures, as well as community and regional music events. Students will become familiar with audio, video and streaming tools, as well as the protocol and processes of working with various stakeholders to accomplish the course learning objectives. Prerequisites: Sophomore Standing.

MMGT 121. Media Promotion. 4 Units.

This is a hands-on lab class which students learn to promote designated projects for clients, using various means including paid, owned, and earned digital media. Students will learn about relevant forms of social media to accomplish the course learning objectives which primarily focus on audience-building, data analytics, measurement and evaluation of the effectiveness of various tactics and strategy used in media promotion. Class may be audited. Prerequisites: Sophomore standing.

MMGT 130. Popular Songwriting. 3 Units.

Students will gain a fundamental understanding of how songs are written, co-written and produced. Genre-specific songwriting and production conventions will also be addressed. Study of popular song structure, lyrics, melodic and other musical elements are included. Prerequisite: MMGT 009 or permission of instructor.

MMGT 135. Digital Music Synthesis. 3 Units.

An in-depth look at the creative music potential of the Digital Audio Workstation. It offers students a comprehensive understanding of music synthesis when working in a DAW environment. Using Logic Pro X and Ableton Live applications, this hands-on project-based course will focus on MIDI sequencing and programming, sound and instrument plug-in design, effect plug-in processing and sound shaping, and audio sample warping and clip manipulation. Prerequisites: MMGT 035 or permission of instructor.

MMGT 140. Music Products Management. 3 Units.

This course introduces students to the inner workings of the operations, sales and financial aspects of the music products industry. Course work includes case studies, lab sessions at a music retailer, development of a retail store start-up plan and site visits to leading regional music products firms.

MMGT 153. Entertainment Law. 4 Units.

Students study all aspects of legal relationships and rights of problems in films, television, music and records. Prerequisites: BUSI 053 and MMGT 011 or permission of instructor. Junior standing. (PLAW)

MMGT 160. Recording Studio Production. 2 Units.

This course provides students an opportunity to work independently and as part of a group learning about acoustical sound recording and digital production techniques. Classes develop sound recording and aural acuity relevant to the production of high quality music recordings. Course may be taken a total of three times for credit. Prerequisites: MMGT 106 with a grade of 'B' or better or permission of instructor.

MMGT 170. Topical Seminars in Music Industry Studies. 1-3 Units.

Rotating series of seminars that study various segments of the music industry. Past seminars have included topics such as concert production/promotion, music licensing and supervision, and live sound engineering.

MMGT 175. Music Royalty Analysis. 3 Units.

Students will learn financial literacy unique to the music industry. This includes, but is not limited to: Learning to read music royalty statements, compute basic and advanced royalty problems, analyze past royalty earnings for music copyright asset sales and purchases and analyze specific managerial financial situations unique to the music industry. Students will also create a financial management portfolio in compliance with the U.S. Small Business Administration guidelines.

MMGT 180. Senior Project Proposal. 1 Unit.

Students will prepare a comprehensive project proposal addressing an industry-related topic, problem or issue of concern to the student, which directly relates to their intended career path. Proposal must meet with faculty approval prior to end of semester. Graded on a Pass/No Credit basis only. Prerequisite: Junior standing.

MMGT 181. Senior Music Project Proposal. 1 Unit.

Students will prepare a comprehensive project proposal, which will demonstrate their musical development and abilities through recorded media or live performance. Project proposal should directly relate to student's intended career path. Proposal must meet with faculty approval prior to end of semester. Prerequisite: Junior standing.

MMGT 185. Senior Project. 1 Unit.

Students will complete and present a senior project that is based on their approved proposal from MMGT 180. Students will deliver both written and oral presentations in a public forum. Students receive a letter grade based on their overall semester's work as well as the quality and clarity of their final project. Prerequisites: MMGT 180, Senior Standing.

MMGT 186. Senior Music Project. 1 Unit.

Students will complete and present a senior project that is based on their approved proposal from MMGT 181. Students will either perform a newly created musical work or present a newly created sound recording that they have been responsible for conceiving and completing in a public forum. Prerequisites: MMGT 181, Senior Standing.

MMGT 187. Music Management Internship. 1-4 Units.

This course is an opportunity for qualifying students to work in an area of the music industry that interests them. The course is coordinated with the Pacific Career Resource Center. Prerequisite: Successful completion of two courses in Music Management. Permission of faculty adviser. Graded Pass/No Credit.

MMGT 190A. Portfolio Review II. 0 Units.

Music Industry and Music Management majors prepare an ePortfolio over the course of his/her study containing signature assignments from specified courses as well as other work products relevant to measuring progress toward attaining program learning outcomes as well as knowledge in the students' area of focus. This course is a milestone review, which occur in each semester of junior year. Each student meets bi-monthly with a faculty advisor to determine appropriate quality and relevance of portfolio contents and to receive feedback on how to maximize its impact. This course is graded on a Pass/No Credit basis only. Prerequisite: MMGT 090, Junior standing.

MMGT 190B. Portfolio Review III. 0 Units.

Music Industry and Music Management majors prepare an ePortfolio over the course of his/her study containing signature assignments from specified courses as well as other work products relevant to measuring progress toward attaining program learning outcomes as well as knowledge in the students' area of focus. This course is a milestone review, which occur in each semester of the junior year. Each student meets bi-monthly with a faculty advisor to determine appropriate quality and relevance of portfolio contents and to receive feedback on how to maximize its impact. This course is graded on a Pass/No Credit basis only. Prerequisite: MMGT 190A, Junior standing.

MMGT 190C. Portfolio Presentation. 1 Unit.

Music Industry Studies and Music Management majors prepare an ePortfolio over the course of his/her study containing signature assignments from specified courses as well as capstone assignments and other work products relevant to measuring progress toward attaining program learning outcomes as well as knowledge in the students' area of focus. This course is the final portfolio, which also incorporates a student presentation that may be videotaped and added to the students' portfolio. Each student meets bi-monthly with a faculty advisor to determine appropriate quality and relevance of portfolio contents and to finalize their presentation. This course is graded on a pass/no credit basis only. Prerequisite: MMGT 190B, Senior Standing.

MMGT 191. Independent Study. 1-2 Units.**MMGT 196. Music Industry Career Development. 2 Units.**

A career exploration and preparation class in which students assess current career trends, meet with leading practitioners, perform research in their specific field of interest and fine-tune their professional portfolio including resume, online presence, relevant work samples, cover letters, etc. Interpersonal skills and development is emphasized including how to interview and present one's self effectively to employers or internship host firms. Open to all students with an interest in music and entertainment careers. Prerequisite: Sophomore standing.

MMGT 197. Undergraduate Research. 1-4 Units.**MMGT 199. Music Management Exit Examination. 1 Unit.**

This class is a requirement for all students earning a Bachelor's Degree in Music Management or Music Industry Studies within the Conservatory. This summative oral examination is administered midway through the last semester of work prior to graduation. Students planning to graduate in the fall term must make arrangements with the Program Director to enroll in the prior spring semester. Graded on a Pass/No Credit basis only.