DEPARTMENT OF MUSIC AND PERFORMING ARTS PROFESSIONS
Music Business Program

Syllabus – Fall 2018 as of 9-6-18

Business Structure of the Music Industry -- MPAMB-UE.100.1
2 points
Section 1: Thursdays from 11:00AM to 12:40PM, 60 Fifth Avenue, room 150

INSTRUCTOR: Prof. Larry Miller
Phone: (212) 998-5409  E-mail: larry.s.miller@nyu.edu
Office Location: Room 1219, 35 W. 4th St., New York, NY, 10012
Office Hours: by appointment
Instructor’s biography can be found at: http://steinhardt.nyu.edu/faculty/Larry_Miller
See also linkd.in/larrysmiller; musonomics.com & @larrysmiller

Instructor Welcome

Welcome to Business Structure of the Music Industry.

I am excited about what we can discover and learn together in the next 14 weeks. There isn't a faster-changing business on the planet right now than music. Driven by technology, fueled by passion, beloved by all, as old as human life.

The challenge of finding a balance between art and commerce will be enormous in this class. It's all too easy for us to focus on the business aspects of the music industry at the expense of the art. We're in this classroom because of the visceral, heart-pounding reaction we have to great music and spellbinding artists. I'll do my best to keep the boat steady as we rock back and forth between the creative and the concrete, the sublime and the practical.

This is a seminar-style course that encourages a lively exchange of intellectual ideas and problem solving. It will engage both your left-and right-brain cognitive abilities. The topics we study and discuss will cover all aspects of the music industry, from startups to global music companies. In addition to course content, this course emphasizes the skills of discussion and listening, reflection and writing, and creative collaboration.

Course Learning Outcomes

The broad objective of this course is to understand the commercial and copyright basis for the music industry, and the importance of entrepreneurial thinking and opportunity recognition in the music industry.

Course Description

The course will provide a background study of all related areas of the multibillion-dollar music industry, including the evolution and operations of the record company, music publishing, artist management, live entertainment, copyright, business and consumer-facing digital services.

Course Objectives:

- Understand the structures of major companies in the music industry, the origins of those structures, and the ways in which the structures change as a result of new competitive pressures and new technology.
• Understand the power of personal creativity and innovative thinking about problems in the music industry, and in life.
• Explore industries that could offer growth opportunities for the music industry.
• Understand the basics of U.S. and international copyright law and trade agreements.
• Understand the concepts that affect the public's perception of artistic work, non-artistic products, and purchasing decisions.
• Learn how music publishers earn money, how songwriters work with publishers and rights organizations, and what constitutes financial security for songwriters and artists.

Course Materials

Required Textbooks and Readings

• Billboard.com/biz (free)
• MusicBusinessWorldwide.com (free)
• DigitalMusicNews.com (free)
• Other materials provided to you by the instructor through NYU Classes

SUPPLEMENTARY READINGS and NYU'S VBL
During the semester, usually one week in advance of the class in which they will be discussed, supplementary readings will be handed out, or identified for you to locate online. PLEASE NOTE -- full text of the NY Times, Wall Street Journal, Billboard, and many other publications and databases can be accessed via your NYUHome account (go to “Research” on the home page). The NYU Virtual Business Library (VBL) has many industry reports to draw on.

The Bobst librarians have designed a research database specifically for our Music Business program. This research guide, "Music Business" is linked from the library's research guide page.

Optional and Recommended:
• MusicIndustryBlog.wordpress.com
• Hypebot.com

Deadlines

Assignments and reflections will be due at the beginning of class on the date specified (reflections will be due via NYU Classes). No late assignments will be accepted for any reason, and no exceptions will be made to this policy. Minimizing procrastination is a key to a good grade in this class, and a successful semester.

Assessment

In addition to traditional means of assessment, this course will utilize various non-traditional methods of assessment in reference to the stated learning outcomes.

Students will:
1. Participate in class
   Note: Good participation means contributing to analyzing and evaluating the assigned discussion topic, in a thoughtful, respectful manner.
2. Compose individual reflections on assigned topics or readings.
Please come to class prepared to discuss all materials for that day.

**Activities and Basic Weightings**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Preparation/Participation &amp; Quizzes</td>
<td>10 points</td>
</tr>
<tr>
<td>Three Homework Projects @ 10 pts</td>
<td>30 points</td>
</tr>
<tr>
<td>Mid-Term</td>
<td>25 points</td>
</tr>
<tr>
<td>Final Exam</td>
<td>25 points</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100 points</strong></td>
</tr>
</tbody>
</table>

No extra credit is available for this course.

**Quizzes**

Quizzes will be unannounced and typically will cover assignments for the class meeting. Questions generally will be short-answer and are meant to show reading and/or listening comprehension of the assignments.

**Written assignments**

Due dates for assignments are fixed (see course schedule). *Late assignments will not be accepted.*

**Proper citations for written work**

All written work for this course must contain proper references. Proper referencing is critical for exemplary analytical writing. Students who fail to properly cite references will receive lower evaluations of their work. The general rule for citations is that any material that is not 'common knowledge' should be referenced, in addition to specific citations to direct quotations, and specialized commentary/works/etc. (see the Statement on Academic Integrity in syllabus).

I require that you use Chicago Manual of Style - Humanities Style for all written assignments where citations are used. Please use Endnotes at the end of the paper. I do not accept footnotes at the bottom of each page, nor do I accept parenthetical references in the text. Bibliographies are required with all papers that have citations.

A helpful website for citations

[Chicago-Style Citation Quick Guide](https://www.chicagomanualofstyle.org/quick-guide.html)

---

### Course Topics and Assignments

**Subject to Change**

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Chapter 1 and 2 – Overture and The Digital Millennium</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 6</td>
<td>Read <em>Baskerville</em> Ch. 1 and 2.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Week 2</th>
<th>Chapter 3 – The Music Business System part 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 13</td>
<td>Syllabus Quiz</td>
</tr>
<tr>
<td></td>
<td>About Me due</td>
</tr>
<tr>
<td></td>
<td>Read <em>Baskerville</em>, Chapter 3</td>
</tr>
<tr>
<td></td>
<td>Read Mark Mulligan’s September 6 article:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Week 3</th>
<th>The Music Business System part 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 20</td>
<td>Read Matthew Ball’s article “16 Years Late, $13B Short, but Optimistic: Where Growth Will Take the Music Biz,” at <a href="https://redef.com/original/16-years-late-13b-short-but-optimistic-where-growth-will-take-the-music-biz">https://redef.com/original/16-years-late-13b-short-but-optimistic-where-growth-will-take-the-music-biz</a></td>
</tr>
</tbody>
</table>

Homework Assignment #1 due: Write a short essay (1,000 words) reflecting on your impressions of the recent changes in the recorded music business. See NYU Classes.
<table>
<thead>
<tr>
<th>Week</th>
<th>Chapter/Section</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Chapter 6 - U. S. Copyright: the legal pillar of the music industry</td>
<td>Read Baskerville chapter 6 and be prepared to discuss it.</td>
</tr>
</tbody>
</table>
| 5    | Chapter 7 – Music Licensing | Read Baskerville Ch. 7 and be prepared to discuss it.  
Homework Assignment #2 due: See NYU Classes. |
| 6    | Chapter 4 – Professional Songwriting  
Chapter 5 – Music Publishing | Read Baskerville chapters 4 and 5 and be prepared to discuss them. |
| 7    | Chapter 8 - Agents, Managers and Attorneys and Midterm Review | Read Baskerville chapter 8 and be prepared to discuss it. |
| 8    | Mid-Term Exam (30 minutes)  
Chapter 11 - Recorded Music part 1 | Read Baskerville chapter 11 and be prepared to discuss it. |
| 9    | Chapter 12, 13 and 14 – Recorded Music part 2 | Read Baskerville chapters 13-14 and supplemental recording agreement to be provided; be prepared to discuss them. |
| 10   | No class | |
| 11   | Chapter 16 and 17 - Concerts and Touring | Read Baskerville chapters 16 and 17 and be prepared to discuss them. |
| 12   | Thanksgiving- No Class | |
| 13   | Chapter 19, 20 and 21 – Music in Radio, TV, Games and VR | Read Baskerville chapters 19-21 and be prepared to discuss them. |
| 14   | Digital Music Services | See NYU Classes for readings and Homework #3, due before class today. |
| 15   | Valuing music assets and final exam review | See NYU Classes for readings. |

Final Exam: Date and location TBA
Class Policies

The following ground rules apply to all students, and are designed to ensure a classroom environment conducive to learning for all students:

- All work is to be submitted via NYU Classes/TurnItIn unless otherwise noted.
- Arriving late to class or leaving early is inconsiderate and disruptive to your colleagues and to the professor. Therefore, as a deterrent to such behavior, two late arrivals to class count as one full absence.
- For the sake of clarity: Your professor considers it highly disruptive for you to leave class and return for almost any reason. Please handle yourself before or after class, except in the case of actual emergencies.
- Please eat before or after class. Beverages with lids are ok in class.
- The use of laptops, smartphones, iPads and digital recording devices is encouraged for designated in-class activities only. The professor will state if a class requires use of such equipment.
- All mobile phones and devices must be turned off (not put on vibrate) before class begins. Students who use these devices during class will be asked to leave and counted absent for the day.
- Your final grade will be lowered by a half-letter for each class absence. Exceptions will be made for religious observance, illness confirmed by a health care provider, and death in the family. In all cases you must notify Prof. Miller before class and state the reason for your absence.
- Three (3) or more absences for any reason will result in failing the course. No exception will be made to this policy.
- Missing class notes does not change the due dates for assignments. Late work is not accepted.
- The policies in this syllabus apply to every student in the class. Please do not ask for exceptions to be made.

Where to Find Help

Americans with Disabilities Act (ADA)

Any student attending NYU who needs an accommodation due to a chronic, psychological, visual, hearing, mobility and/or learning disability should register with the Moses Center for Students with Disabilities at 212 998 4980, 726 Broadway, Second Floor.

NYU Home and NYU Classes

All information for this course is available online in NYU Classes through your NYU Home account. Updates and changes in assignments will be sent to you via your NYU email. For help using NYU Classes, use the "Ask ITS" button in NYU Home, or call 212 998 3333 (available 24 hours per day, 7 days per week).

Writing Help

The NYU Writing Center provides help with written assignments. 212 998 8866.

Citation Help: The Chicago Manual of Style

Statement on Academic Integrity [this is pretty similar to what we use in the grad program -- it's the standard Steinhardt info. We have around one page on this in the Syllabus, and the link to the Steinhardt Academic Integrity webpage

The relationship between students and faculty is the keystone of the educational experience in The Steinhardt School of Culture, Education, and Human Development at New York University. This relationship takes an honor code for granted. Mutual trust, respect and responsibility are foundational requirements. Thus, how you learn is as important as what you learn. A university education aims not only to produce high quality scholars, but also to cultivate honorable citizens.

Academic integrity is the guiding principals for all that you do; from taking exams, making oral presentations to writing term papers. It requires that you recognize and acknowledge information derived from others, and take credit only for ideas and work that are yours. You violate the principle of academic integrity when you:

- Cheat on an exam
- Submit the same work for two different courses without prior permission from your professors
- Receive help on a take-home examination that calls for independent work
- Plagiarize

Plagiarism, one of the gravest forms of academic dishonesty in university life, whether intended or not, is academic fraud. In a community of scholars, whose members are teaching, learning and discovering knowledge, plagiarism cannot be tolerated. Plagiarism is failure to properly assign authorship to a paper, a document, an oral presentation, a musical score and/or other materials, which are not your original work. You plagiarize when, without proper attribution, you do any of the following:

- Copy verbatim from a book, an article or other media;
- Download documents from the Internet
- Purchase documents
- Report from others’ oral work
- Paraphrase or restate someone else’s facts, analysis and/or conclusions;
Copy directly from a classmate or allow a classmate to copy from you

Your professors are responsible for helping you to understand other people’s ideas, to use resources and conscientiously acknowledge them, and to develop and clarify your own thinking. You should know what constitutes good and honest scholarship, style guide preferences, and formats for assignments for each of your courses. Consult your professors for help with problems related to fulfilling course assignments, including questions related to attribution of sources.

Through reading, writing, and discussion, you will undoubtedly acquire ideas from others, and exchange ideas and opinions with others, including your classmates and professors. You will be expected, and often required, to build your own work on that of other people. In so doing, you are expected to credit those sources that have contributed to the development of your ideas.

Avoiding Academic Dishonesty

- Organize your time appropriately to avoid undue pressure, and acquire good study habits, including not taking
- Learn proper forms of citation. Always check with your professors of record for their preferred style guides. Directly copied material must always be in quotes; paraphrased material must be acknowledged.
- Always proofread your finished work to be sure that quotation marks, footnotes and other references were not inadvertently omitted. Know the source of each citation.
- Do not submit the same work for more than one class without first obtaining permission of both professors even if you believe that work you have already completed satisfies the requirements of another assignment.
- Save your notes and drafts of your papers as evidence of your original work.

Disciplinary Sanctions

When a professor suspects cheating, plagiarism, and/or other forms of academic dishonesty, appropriate disciplinary action may be taken following the department procedure or through referral to the Committee on Student Discipline.

Departmental Procedure

- The Professor will meet with the student to discuss, and present evidence for the particular violation, giving the student opportunity to refute or deny the charge(s).
- If the professor confirms the violation(s), he/she, in consultation with the Program Director and Department Chair may take any of the following actions:
  - Allow the student to redo the assignment
  - Lower the grade for the work in question
  - Assign a grade of F for the work in question
  - Assign a grade of F for the course
  - Recommend dismissal

Once an action(s) is taken, the Professor will inform the Program Director and the Department Chair, and inform the student in writing, instructing the student to schedule an appointment with the Associate Dean for Student Affairs, as a final step. Copies of the letter will be sent to the Department Chair for his/her confidential student file and the Associate Dean for Student Affairs. The student has the right to appeal the action taken in accordance with the School’s Student Complaint Procedure as outlined in The Steinhardt School of Culture, Education, and Human Development Student’s Guide.

Referral to the Steinhardt Committee on Student Discipline

In cases when dismissal is recommended, and in cases of repeated violations and/or unusual circumstances, faculty may choose to refer the issue to the Committee on Student Discipline for resolution, which they may do through the Office of the Associate Dean of Student Affairs.

The Steinhardt School Statement on Academic Integrity is consistent with the New York University Policy on student Conduct, published in the NYU Student Guide.