



Australian Government

Department of Education, Employment and Workplace Relations

CUSMGT503A Develop artists and repertoire

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to find and develop artists and their repertoire.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
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Application of the Unit

Application of the unit	<p>This unit applies to the development of artists and their repertoire, which involves finding new talent (artists) and administering the recording of their work (repertoire). This role would typically be undertaken by an artist and repertoire (A&R) manager, representative or scout, in line with company policy for live performance and/or recording projects.</p> <p>Successful A&R managers are able to foresee and capitalise on the commercial potential of new and emerging artists, trends, styles and genres of music.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
Monitor new and emerging musical trends	<ol style="list-style-type: none"> 1. Listen critically to a broad range of music to assess commercial potential of new and emerging trends 2. Monitor and assess commercial potential of new and emerging trends via <i>information sources</i> 3. Develop and maintain strategic relationships with a broad range of known and new <i>industry contacts</i> 4. Exploit information sources to predict and influence current and future <i>music market trends</i> and make judgements as to the marketability of new <i>artists</i>
Find and develop new musical talent	<ol style="list-style-type: none"> 5. Analyse, plan and balance artistic and commercial risk in the selection of new artists 6. Assess current audience response to new artists and calculate potential audience response in a variety of performance situations 7. Discuss potential music market trends and product development with artists and artists' managers 8. Assign artists to appropriate producers and ensure recording approach complements artists' repertoire 9. Mentor artists in a supportive manner to optimise their <i>artistic and commercial development</i>
Facilitate agreements with artists	<ol style="list-style-type: none"> 10. Provide <i>company</i> with realistic view of artists' potential and proposed approach to artistic and commercial development 11. Advise artists about obtaining legal advice with regard to negotiating contracts 12. Monitor the process of drafting agreements between artists and company and facilitate process as required 13. Document agreements, distribute to all parties and ensure negotiations are kept within budget
Monitor progress of artists' agreements	<ol style="list-style-type: none"> 14. Monitor level of income generated from sales of artists' recordings 15. Provide reports to management on commercial viability of artists as required 16. Anticipate any agreements that are likely to lead to a loss for the company and recommend appropriate action

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- research skills sufficient to identify the commercial potential of current and future music market trends
- literacy skills sufficient to read and interpret a wide variety of music media
- numeracy skills sufficient to ensure negotiated agreements are kept within budget
- communication skills sufficient to:
 - advocate and promote ideas and new talent
 - develop comprehensive industry networks
 - listen critically to and suggest appropriate repertoire for artists
 - mentor and counsel artists effectively, ethically, patiently and sensitively
- critical-thinking skills sufficient to apply confidence, insight and foresight in the evaluation of new and emerging talent
- initiative and enterprise skills sufficient to assess the marketability of new and emerging talent
- learning skills sufficient to evaluate and improve own negotiation skills
- planning and organisational skills sufficient to align and connect artists and producers
- problem-solving skills sufficient to identify and resolve issues arising from agreements between artists and the record company
- self-management skills sufficient to set priorities and use time-management strategies
- teamwork skills sufficient to work collaboratively with artists
- technical skills sufficient to access music downloads, websites and blogs

Required knowledge

- appreciation of artists and record producers and their work
- music knowledge, including:
 - genres
 - styles
 - repertoires
 - song structures
- approaches to critical listening
- typical formats and content of agreements between artists and record companies
- copyright legislation as it relates to licensing, publishing, rights and royalties:
 - Copyright Act 1968
 - Copyright Amendment (Digital Agenda) Act 2000
- local, regional, national and international music scenes and trends

REQUIRED SKILLS AND KNOWLEDGE

- markets and revenue structures in the music industry
- role and functions of national and international music industry associations
- talent development from a management and artistic perspective
- issues and challenges that typically arise in the context of developing artists and repertoire

Evidence Guide

EVIDENCE GUIDE	
<p>The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.</p>	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> • assess the marketability of new artists • develop and promote new artists • network strategically to gain and exploit information on music market trends • facilitate agreements with artists.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to appropriate technology to research the commercial potential of music market trends • access to new artists and their markets • access to standard music business documentation • use of culturally appropriate processes, and techniques appropriate to the language and literacy capacity of the candidate and the work being performed.
Method of assessment	<p>The following assessment methods are appropriate for this unit:</p> <ul style="list-style-type: none"> • case studies to assess ability to develop new talent • direct observation of candidate developing artists and their repertoire • written or oral questioning to assess knowledge of current and future music market trends.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> • CUFCMP501A Manage and exploit copyright arrangements • CUSMGT502A Manage artists and their careers • CUSMKG501A Manage the promotion of creative acts • CUSPUR502A Establish and manage recording contracts • CUSSOU502A Produce sound recordings.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Information sources may include:

- current industry personnel and practitioners
- music charts, including:
 - internet
 - radio
 - television
- music downloads, websites and blogs
- music industry associations
- music media, including:
 - articles
 - bulletins
 - directories
 - information sheets
 - journals
 - magazines
 - newsletters
 - reviews
 - subscriptions
 - trade papers
- music productions and events, including:
 - awards
 - competitions
 - conferences
 - conventions
 - exhibitions
 - festivals
 - functions
 - performances
 - trade fairs
- solicited and unsolicited recordings
- suppliers of products and services.

RANGE STATEMENT	
<i>Industry contacts</i> may include:	<ul style="list-style-type: none"> • artists • artists' agencies, including: <ul style="list-style-type: none"> • booking agents • managers • promoters • tour managers • education and training organisations • entrepreneurs • freelance producers • legal counsel and accountants • music distributors • music industry associations • music industry media and journalists • music manufacturers • music merchandisers • music producers • music publishers • music wholesalers and retailers • radio presenters • record producers • recording engineers • studio/venue managers • technical crew, including: <ul style="list-style-type: none"> • front-of-house • lighting • sound • staging • vision systems.
<i>Music market trends</i> may involve:	<ul style="list-style-type: none"> • growth areas of audience interest and commitment • local, national and overseas trends • specialist niche markets • specific genre or product styles • targeted markets.
<i>Artists</i> may include:	<ul style="list-style-type: none"> • arrangers • composers • group collaborators • lyricists • performers

RANGE STATEMENT	
	<ul style="list-style-type: none"> • songwriters • writers.
<i>Artistic and commercial development</i> may include:	<ul style="list-style-type: none"> • balancing personal and artistic integrity with commercial reality and reward • capacity and willingness to develop, evaluate and continuously update: <ul style="list-style-type: none"> • artistic talent • collaboration options with other artists • marketable image • performance standards • repertoire • style and genre • technical ability • determination and will to succeed.
<i>Company</i> may include:	<ul style="list-style-type: none"> • promotional • record • touring • digital distribution.

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Management and leadership - management
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Co-requisite units

Co-requisite units	

