The Master of Science in Music Industry Leadership (MS.MIL) program is an intensive one-year leadership program designed for individuals who want to manage the next generation of music companies (students who choose to do a co-op typically take longer than one year to complete the MS.MIL program). The MS.MIL offers advanced education in the areas of music management, leadership, research, and entrepreneurship with opportunities for immediate and ongoing application to each student’s unique professional aspiration.

The Master of Science program focuses on the core scholarly areas of music industry. Courses seek to provide a solid foundation in music industry theory and analysis while offering students the opportunity to apply the foundational skills to an area of personal interest. Elective courses emphasize the creation and sustainability of music organizations in a rapidly evolving environment. Using an active-learning approach, the program focuses on developing music executives intellectually and ethically, while providing them with a keen appreciation for the complexities of managing in the creative industries. This approach focuses on long-term skill sets that enhance the potential of graduates within a fluid and ever-changing field. The program also emphasizes global leadership qualities that provide a broader vision of the music industry on an international level.

The JD/MS in Music Industry Leadership is a dual-degree program that offers students a variety of opportunities for real-world, experiential learning at the intersection of law and music business. Candidates for the JD/MS program must independently apply and gain admission to the School of Law and the College of Arts, Media and Design. Admission to one school does not ensure admission to the other. Candidates may apply to both schools prior to matriculation at the law school, or students may wait until they are enrolled in the School of Law before seeking admission to the College of Arts, Media and Design. During either the first or second year of law school, students may apply to the MS program during the winter or spring for enrollment the following September. Students enrolled in law school who are interested in pursuing this dual degree should contact the Office of Academic and Student Affairs and Professor Kara Swanson, JD/MS faculty advisor, during the fall or winter of their first or second year for further information.

**Curriculum**

The MS.MIL program requires a minimum of 33 semester hours and 11 courses with a grade-point average (GPA) of 3.000 for graduation. Under consultation with the graduate coordinator, students choose courses and other curricular options (such as co-ops, research theses, directed studies, or entrepreneurial capstones) to highlight a student’s strengths and longer-term goals.

**Programs**

**Master of Science (MS)**
- Music Industry Leadership (http://catalog.northeastern.edu/graduate/arts-media-design/music/music-industry-leadership-ms)

**Dual Degree (JD/MS)**
- Music Industry Leadership (http://catalog.northeastern.edu/graduate/arts-media-design/music/music-industry-leadership-jdms)

**Certificate**
- NEC/NU Joint Certificate Program—General Certificate of Merit in Music Performance (http://catalog.northeastern.edu/graduate/arts-media-design/music/nec-nu-joint-certificate-merit-in-music-performance)
- NEC/NU Joint Certificate Program—Professional Studies Certificate in Music Performance (http://catalog.northeastern.edu/graduate/arts-media-design/music/nec-nu-joint-certificate-professional-studies-certificate-music-performance)

**Courses**

**Music Industry Courses**

MUSI 5540. Special Topics in Music Industry. 3,4 Hours.
Offers the study of a particular topic or area of interest. The topics may change from year to year. May be repeated for credit up to two times.

MUSI 6000. Management of Music Organizations. 3 Hours.
Examines approaches used to manage and oversee various music organizations, including managing change, decision making, negotiation and presentation skills, and assessing management style. Successful music industry leaders must be well grounded in traditional management knowledge and practices, yet at the same time appreciate the unique aspects of the creative industries.

MUSI 6100. Music Industry Research Methodology. 3 Hours.
Offers students an opportunity to develop and enhance their research skills. Success as a music industry manager often hinges on the ability to find solutions effectively and efficiently. Many business mistakes can be directly traced to inaccurate information, inappropriate data, or invalid interpretation. All of these are due to inappropriate research. In an increasingly diversified music industry, managers must be functional in both qualitative and quantitative research methods and data analysis and must develop sensitivity to the target market or subjects of interest. This course is designed to help students understand how good research enables managers to make informed decisions. Requires students to complete written research reports.

MUSI 6200. Financial Management in the Music Industry. 3 Hours.
Examines financial reporting and decision making in the music industry. Offers students an opportunity to become proficient in analyzing financial statements to predict the future performance and growth of a firm.

MUSI 6300. Intellectual Property for Music Management. 3 Hours.
Focuses on the regulatory frameworks and converging media law. Topics include contracts, licensing, standards, and best practices in intellectual property both at a national and international level.
MUSI 6400. Marketing Strategies in the Music Industry. 3 Hours.
Examines the role of strategic planning in developing effective marketing programs that enhance the overall performance of a music organization. Specific topics include consumer behavior, market segmentation, targeting, customer equity, brand equity, brand positioning, marketing research, product policy, pricing strategy, distribution channels, marketing communications, global branding, new product development, and social marketing.

MUSI 6500. Leadership of Music Organizations. 2-4 Hours.
Examines the role and function of leaders within the music industry. Seeks to extract lessons and insights that can be applied to students’ own approaches to leadership. The readings cover leaders from the music and entertainment industries and other fields as they lead in a variety of contexts. It is an eclectic group who face diverse challenges. Discusses the key elements of leadership, and a framework for thinking about leadership provides the focus for discussions. Offers students an opportunity to develop a coherent and consistent perspective on leadership within the creative industries.

MUSI 6540. Special Topics in Music Industry Leadership. 1-4 Hours.
Focuses on various topics related to the music industry. May be repeated up to 11 times for up to 12 total credits.

MUSI 6600. Music Industry Negotiation. 2 Hours.
Immerses students in a variety of negotiations that cover typical music industry agreements within the pop and classical world. Being a leader in the music industry requires one to possess solid negotiating skills for building sustainable businesses or networks of long-term relationships. Covers “interest-based negotiation,” by which the parties “expand the pie” and unearth options for mutual gain for both parties. Offers students an opportunity to role-play multiparty/multi-issue negotiations, heightening the realism of industry scenarios, which often have several stakeholders. Addresses ethics, assertiveness, hardball tactics, presentation, and gender to offer students an opportunity to improve their effectiveness as negotiators.

MUSI 6700. Advanced Licensing Techniques for Music Management. 2-4 Hours.
Identifies and explores advanced licensing strategies, techniques, and transactions for various intellectual properties, including music publishing, sound recordings, trademarks/service marks, and likeness/publicity rights. Examines complex or hybrid licenses that cover more than one aspect of IP in the same license and approaches, strategies, and tactics (both successful and unsuccessful) that have been applied to licensing. Offers students an opportunity to develop a dynamic and effective licensing methodology and practice.

MUSI 6800. Music and Mobile Technologies. 3 Hours.
Examines the mobile music landscape and the major underlying technical, legal, economic, and creative principles in play. The music mobile space is a hotbed of innovation, new content, and novel monetization approaches. The technology, telecommunications, and creative sectors are undergoing rapid changes at the point of their intersection, and this is particularly true for the music industry. Examines this arena from the points of view of artists, businesses, and consumers.

MUSI 6964. Co-op Work Experience. 0 Hours.
Offers eligible students an opportunity for work experience.

MUSI 7976. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on chosen topics. May be repeated without limit.

MUSI 7980. Capstone. 4 Hours.
Offers students an opportunity to integrate their course work, knowledge, and experiences into a capstone project. Offers students an opportunity to work in partnership with local, state, or national leaders to produce an operational music company. This is a faculty-guided project for students completing course work in music industry leadership studies.

MUSI 7990. Thesis. 1-8 Hours.
Offers analytical and/or experimental work conducted under the direction of the faculty in fulfillment of the requirements for the degree. Students are expected to present original research on a topic that has received approval from the music industry graduate academic committee. May be repeated without limit.

MUSI 7996. Thesis Continuation. 0 Hours.
Continues thesis work conducted under the supervision of a departmental faculty member.