



Master of Entertainment Industry Management

Course Information	<p>LIVE MUSIC: TOURING & REVENUE STREAMS CLASS 93-844 A3 (SPRING 2020) Virtual via Zoom Thursdays, 6:30 – 9:20pm – Mini 3</p> <p>Instructor: Liz Berlin eberlin@andrew.cmu.edu (412) 407-7795 <i>Zoom office hours by appointment</i></p> <p>TA: Stephanie Marshall scy@andrew.cmu.edu 724-814-6371</p>								
Description	<p>Many music industry executives assert that while the top 5% of music artists can still make money selling records, the other 95% go on tour. The changes in the music industry have affected everything from how people listen to their favorite artists to the profit revenue streams for labels, promoters and artists.</p> <p>This course will examine the live music touring industry on various levels, from DIY, to mid-level road dogs, to arena giants. There will also be a focus on the personnel behind a successful tour including the management team, booking agents, promoters, publicists, venue owners, roadies, and technicians. We'll discuss life on the road from the artist's perspective and how each team member can best interact with and support the artist. Students will be able to understand the practical aspects of touring deals and the intricacies of a tour budget. Students will also work to identify and optimize touring monetization and identify best practices for promotion and merchandising, including the importance of sponsorship and branding.</p> <p>*Course material will reflect a pre-COVID-19 live music and touring world with discussions addressing the impact and implications of the pandemic.</p>								
Learning/Course Objectives*	<p>By the end of this course, students will be able to:</p> <table border="1" data-bbox="412 1381 1419 1890"> <thead> <tr> <th data-bbox="412 1381 1029 1415">Learning Objective</th><th data-bbox="1029 1381 1419 1415">How Assessed</th></tr> </thead> <tbody> <tr> <td data-bbox="412 1415 1029 1604"> Objective #1 <i>Identify the players and their roles in tour planning and execution including: the managers, booking agents, talent buyers/concert promoters, publicists, merchandisers, technicians, road crew, and media.</i> </td><td data-bbox="1029 1415 1419 1604"> Class discussion, in-class project, and Group Tour Planning Project </td></tr> <tr> <td data-bbox="412 1604 1029 1793"> Objective #2 <i>Analyze tour dynamics and how professional roles shift based on the band's level of fame and business potential, from DIY, to mid-level road dogs, to arena giants.</i> </td><td data-bbox="1029 1604 1419 1793"> Class discussion, in-class project, and Group Tour Planning Project </td></tr> <tr> <td data-bbox="412 1793 1029 1890"> Objective #3 <i>Understand typical types of touring deals and identify the economics of a music tour including revenue</i> </td><td data-bbox="1029 1793 1419 1890"> Class discussion, in-class project, and Group Tour Planning Project </td></tr> </tbody> </table>	Learning Objective	How Assessed	Objective #1 <i>Identify the players and their roles in tour planning and execution including: the managers, booking agents, talent buyers/concert promoters, publicists, merchandisers, technicians, road crew, and media.</i>	Class discussion, in-class project, and Group Tour Planning Project	Objective #2 <i>Analyze tour dynamics and how professional roles shift based on the band's level of fame and business potential, from DIY, to mid-level road dogs, to arena giants.</i>	Class discussion, in-class project, and Group Tour Planning Project	Objective #3 <i>Understand typical types of touring deals and identify the economics of a music tour including revenue</i>	Class discussion, in-class project, and Group Tour Planning Project
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	<i>streams and shares for concert promoters, agents, management, and artists as it relates to live performance.</i>		
	Objective #4 <i>Understand the intricacies of a tour budget and articulate the logistics involved in developing, budgeting, marketing, and producing a music tour in today's competitive economy.</i>	Class discussion, in-class project, and Group Tour Planning Project	
	Objective #5 <i>Understand day-of-show venue operations, positions and protocols, as well as how the Band, the Promoter, and the Venue camps interact and work together to create a successful event.</i>	Venue visit, class discussion, in-class project, and Group Tour Planning Project	
	Objective #6 <i>Identify and optimize touring monetization including the importance of sponsorship, branding, merchandising, promotions and gaining media attention.</i>	Class discussion, in-class project, and Group Tour Planning Project	
	Objective #7 <i>Plan and present a 6-city tour for a popular band based on Pollstar tour history including tour documents such as show contracts, budgets, settlement sheets, travel itinerary and routing, etc.</i>	Final Group Tour Planning Project: & Presentation	
Course Schedule	Class 1: Thursday, February 4 th 6:30 – 9:20pm Class 2: Thursday, February 11 th 6:30 – 9:20pm Class 3: Thursday, February 18 th 6:30 – 9:20pm Class 4: Thursday, February 25 th 6:30 – 9:20pm Class 5: Saturday, March 6th 3:00 – 5:50pm at Mr. Smalls Theatre <i>(In person if possible -virtual version will be available)</i> 400 Lincoln Ave. Millvale, PA 15209 www.mrsmalls.com Class 6: Thursday, March 11 th 6:30 – 9:20pm Class 7: Thursday, March 18 th 6:30 – 9:20pm		
Guest Speakers	There may be occasional guest speakers in class when appropriate to the topic.		
Course Materials (Required Text)	This Business of Concert Promotion and Touring - Waddell, Barnet, Berry <ul style="list-style-type: none">• <i>This book is the primary source for most reading in the course.</i>• <i>It can be ordered from Amazon.com in Hardcover or Kindle.</i>• <i>This book also is available digitally through the Hunt Library:</i> https://bit.ly/LiveMusicAndTouringTextBooks All You Need to Know About the Music Business - Donald S. Passman <ul style="list-style-type: none">• <i>This book can be ordered from Amazon.com in Hardcover or Kindle.</i>• <i>This book also is available digitally through the Hunt Library:</i> https://bit.ly/LiveMusicAndTouringTextBooks		

Suggested Reading:	<p><u>Career Opportunities in the Music Industry</u> - Field, Shelly</p> <ul style="list-style-type: none"> • You are not required to purchase this book however it is an excellent reference for information on just about every job in the music industry. • It can be ordered from Amazon.com in Hardcover or Kindle. • This book also is available digitally through the Hunt Library: • <u>https://bit.ly/CareerOpportunitiesMusicIndustryCMUreserves</u> • Similar information is available here: <u>https://www.careersinmusic.com</u> <p><u>Pollstar.com</u>, <u>Billboard.com</u>, <u>DigitalMusicNews.com</u>, <u>MusicBusinessWorldwide.com</u>, and <u>HitsDailyDouble.com</u> to stay abreast of current issues in the music industry.</p>
COVID-19 Safety & Accommodations	<p>All classes will be held virtually via Zoom, with the exception of class 5 on March 6th. If it is possible this class will be held in person at Mr. Smalls Theatre from 3pm to 5:50pm. Virtual attendance will be available for those who cannot attend in person.</p> <p><i>In order to attend the March 6th class in person, I expect that you will abide by all behaviors indicated in A Tartan's Responsibility, including any timely updates based on the current conditions. In terms of specific expectations for in-person students, this includes:</i></p> <ul style="list-style-type: none"> ○ entering the classroom via the designated ingress route with appropriate physical distancing, ○ wearing a facial covering throughout class, ○ sitting in the seats with appropriate spacing (and not moving furniture), ○ using the sanitizing wipes available in the classroom to wipe surfaces (e.g., your desk, tablet arm) upon entry and exit, ○ exit the classroom at my direction, proceeding in a row-by-row fashion, following the designated egress route and maintaining proper distancing. <p><i>Facial coverings. If you do not wear a facial covering to class, I will ask you to put one on (and if you don't have one with you, I will direct you to a distribution location on campus). If you do not comply, please remember that you will be subject to student conduct proceedings, up to and including removal from CMU. Accordingly, I will be obliged to take other measures for the safety of the whole class.</i></p> <p><i>If the March 6th class needs to go fully remote, you will receive an email from me, and an announcement will be published on our course website on Canvas <u>https://canvas.cmu.edu/courses/20697</u>. During the semester, we will use the same zoom link available on Canvas in the first module of the landing page. Additionally, here is a copy of the link: <u>https://canvas.cmu.edu/courses/20697/external_tools/2991</u></i></p> <p><i>If you decide to switch to remote for the March 6th class, please try to let me know by email <u>eberlin@andrew.cmu.edu</u> at least 24 hours in advance so I can prepare the breakout rooms and in-class sessions appropriately.</i></p>

Absences/Tardy:	<p>Each class gives the foundation of knowledge you need for the next week. Under normal circumstances attendance is mandatory, however due to the extenuating circumstances exceptions can be made with proper communication and remediation. After a missed class you will be required to review the class video as soon as possible and complete any assignments within the specified time period. Additionally, efforts must be made to communicate with your project group regarding assignments, progress, and necessary interactions for the positive development of the group project. Failure to take the above measures will be reflected in the class participation portion of your grade and may have an adverse effect on your grade for the Group Tour Planning Project.</p> <p>If you know you are going to be late or absent, please contact me prior to class via email: eberlin@andrew.cmu.edu.</p> <p>In the event of an unexcused absence due to a COVID-19 related emergency, you must make every effort to communicate with me within 48 hours.</p> <p>Each unexcused absence, unexcused lateness or unexcused early exit from class will result in a one-third step down in grade (e.g., A- to B+). A student who misses a graded class activity, without prior notification or any attempt to remediate within 48 hours, will be given no credit for that activity.</p>
Audio/Video Recording:	<p><i>All synchronous classes will be recorded via Zoom so that students in this course (and only students in this course) can watch or re-watch past class sessions. Please note that breakout rooms will not be recorded. I will make the recordings available on Canvas as soon as possible after each class session (usually within 3 hours of the class meeting). Recordings will live in our Canvas website, https://canvas.cmu.edu/courses/20697. Please note that you are not allowed to share these recordings. This is to protect your FERPA rights and those of your fellow students.</i></p> <p>Students may not record audio or video of classes unless instructed to do so or unless special permission has been given by the instructor. Any classroom activities recorded by a student is for the personal, educational use of that student only, and may not be further copied, distributed, published or otherwise used for any other purpose without the express written consent of the instructor. The instructor may choose to record audio and/or video of the class at her discretion. All students are advised that classroom activities may be taped by students or instructor for these purposes.</p>
Computer and Phone Use	<p><i>This semester involves regular use of technology during class – both for in-person and remote students. Research has shown that divided attention is detrimental to learning, so I encourage you to close any windows not directly related to what we are doing while you are in class. Please turn off your phone notifications and limit other likely sources of technology disruption, so you can fully engage with the material, each other, and me. This will create a better learning environment for everyone. If you do not have access to a computer, please call (412-407-7795) or email me at eberlin@andrew.cmu.edu as soon as possible so we can find a solution.</i></p>
Technology Requirements & Protocols	<p>In our class, we will be using Zoom for synchronous (same time) sessions. The link is available on Canvas: https://canvas.cmu.edu/courses/20697/external_tools/2991. Please make sure that your Internet connection and equipment are set up to use Zoom and able to share audio and video during class meetings. (See this page from Computing Resources for information on the technology you are likely to need.) Let me know if there is a gap in your technology set-up [eberlin@andrew.cmu.edu] as soon as possible, and we can see about finding solutions.</p> <p>Sharing video: In this course, being able to see one another helps to facilitate a better learning environment and promote more engaging discussions. Therefore, our default will be to expect students to have their cameras on during lectures and discussions. However, I also completely understand there may be reasons students would not want to have their cameras on. If you have any concerns about sharing your video, please email me as soon as possible [eberlin@andrew.cmu.edu]</p>

	and we can discuss possible adjustments. Note: You may use a background image in your video if you wish; just check in advance that this works with your device(s) and internet bandwidth.																																		
	Sharing audio: During our class meetings, please keep your mic muted unless you are sharing with the class or your breakout group. If you have a question or want to answer a question, please use the chat or the “raise hand” feature (available when the participant list is pulled up). I (or our TA) will be monitoring these channels in order to call on students to contribute.																																		
Evaluation* Method	<table><tr><td>Class Participation</td><td>10%</td></tr><tr><td>In-class Assignments</td><td>20%</td></tr><tr><td>Homework Assignments</td><td>25%</td></tr><tr><td>Course Project and Final Presentation</td><td>45%</td></tr></table>					Class Participation	10%	In-class Assignments	20%	Homework Assignments	25%	Course Project and Final Presentation	45%																						
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Class Participation Rubric	<p>Grading for Class Participation – Participation is a major factor in the grading of this class.</p> <ul style="list-style-type: none">Unexcused absences will affect your grade unfavorably.Participating in group discussions, completing in-class assignments, and attentive listening and interaction during lectures will affect your grade favorably. (During virtual classes, comments and questions in the Zoom chat will contribute to your class participation score)All cell phones, pagers, and other personal communication devices must be switched to silent mode during the class period, and interaction with these devices should be kept to a minimum. Violation of this may affect your class participation grade. <table><tr><td></td><td>A Grade</td><td>B Grade</td><td>C Grade</td><td>D/R Grade</td></tr><tr><td>Frequency and Quality</td><td>Attends class regularly and <u>always contributes</u> to the discussion by raising thoughtful questions, analyzing relevant issues, building on others’ ideas, synthesizing across readings and discussions, expanding the class’ perspective, and appropriately challenging assumptions and perspectives</td><td>Attends class regularly and <u>sometimes contributes</u> to the discussion in the aforementioned ways.</td><td>Attends class regularly but <u>rarely contributes</u> to the discussion in the aforementioned ways. Causes distractions such as cell phone interaction.</td><td>Attends class regularly but <u>never contributes</u> to the discussion in the aforementioned ways. Causes many distractions such as cell phone interaction.</td></tr></table>						A Grade	B Grade	C Grade	D/R Grade	Frequency and Quality	Attends class regularly and <u>always contributes</u> to the discussion by raising thoughtful questions, analyzing relevant issues, building on others’ ideas, synthesizing across readings and discussions, expanding the class’ perspective, and appropriately challenging assumptions and perspectives	Attends class regularly and <u>sometimes contributes</u> to the discussion in the aforementioned ways.	Attends class regularly but <u>rarely contributes</u> to the discussion in the aforementioned ways. Causes distractions such as cell phone interaction.	Attends class regularly but <u>never contributes</u> to the discussion in the aforementioned ways. Causes many distractions such as cell phone interaction.																				
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Grading Scale*	<table><tr><td>A+</td><td>99.0-100%</td><td>Exceptional</td></tr><tr><td>A</td><td>94.0-98.9%</td><td>Excellent</td></tr><tr><td>A-</td><td>91.0-93.9%</td><td>Very Good</td></tr><tr><td>B+</td><td>88.0-90.9%</td><td>Good</td></tr><tr><td>B</td><td>84.0-87.9%</td><td>Acceptable</td></tr><tr><td>B-</td><td>81.0-83.9%</td><td>Fair</td></tr><tr><td>C+</td><td>78.0-80.9%</td><td>Poor</td></tr><tr><td>C</td><td>74.0-77.9%</td><td>Very Poor</td></tr><tr><td>C-</td><td>71.0-73.9%</td><td>Minimum Passing</td></tr><tr><td>R</td><td>below 71 pts (< 71%)</td><td>Failing</td></tr></table>					A+	99.0-100%	Exceptional	A	94.0-98.9%	Excellent	A-	91.0-93.9%	Very Good	B+	88.0-90.9%	Good	B	84.0-87.9%	Acceptable	B-	81.0-83.9%	Fair	C+	78.0-80.9%	Poor	C	74.0-77.9%	Very Poor	C-	71.0-73.9%	Minimum Passing	R	below 71 pts (< 71%)	Failing
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Grading Policy	<p>All assignments have due dates indicated on the syllabus. In general, submitting assignments on time lets the instructional team provide feedback in a more timely and efficient manner. Assignments build on each other, so timely submissions are crucial to your progress in the class. However, sometimes life happens. If you cannot submit an assignment on time, the default will be that you will be eligible for 90% of the grade the first 48 hours that the assignment is late. If you have to submit beyond 48 hours past the due date, please contact me [eberlin@andrew.cmu.edu] as soon as possible so we can make arrangements.</p> <p>There will be one peer review assignment during the semester in which you submit a draft and then get reviews of the work from a set of peers before submitting your final draft. For this assignment, timely submission of your draft is critical so your peers can do their part on time (and so you can use their reviews in time for your final version). Please contact me as soon as possible if you are not able to submit your draft or peer review on time [eberlin@andrew.cmu.edu].</p>						
Units and Quality Points	<p>Carnegie Mellon has adopted the method of assigning a number of “units” for each course to represent the quantity of work required of students. For mini courses that run for only seven weeks, the conversion from units to number of hours per week during the mini involves multiplying by 2. For example, a 6-unit mini course should on average involve 12 hours of student engagement. In this case the instructor requires 3 hours of in-class time, allowing the students to spend 9 hours outside of class per week. This much time will not be necessary every week, but it is a possibility for some weeks.</p>						
Accommodations for Students with Disabilities	<p>If you have a disability and have an accommodations letter from the Disability Resources office, I encourage you to discuss your accommodations and needs with me as early in the semester as possible. I will work with you to ensure that accommodations are provided as appropriate.</p> <p>If you suspect that you may have a disability and would benefit from accommodations but are not yet registered with the Office of Disability Resources, I encourage you to contact them at access@andrew.cmu.edu.</p>						
Course/Topical Outline	<table border="1"> <thead> <tr> <th colspan="2">Class 1: Thursday, February 4th 6:30 – 9:20 pm</th></tr> </thead> <tbody> <tr> <td>Topic</td><td> Introductions, Class Overview and Expectations Tour Profile Case Studies <ul style="list-style-type: none"> • DIY -vs- Road Dogs -vs- Arena Giants • Shows, Cities, Travel Routing The Artist’s Team: Job Profiles <ul style="list-style-type: none"> • Artist Manager • Publicist • Booking Agent • Tour Manager • Business Manager • Talent Buyer </td></tr> <tr> <td>Deliverables</td><td> <i>In class:</i> <ul style="list-style-type: none"> • Knowledge, Interest & Schedule Assessment (<i>must be completed during class to receive full credit</i>) <i>Assignments:</i> <ul style="list-style-type: none"> • Tour Comparison Chart (<i>begin in class, continue at home, due week 2</i>) </td></tr> </tbody> </table>	Class 1: Thursday, February 4 th 6:30 – 9:20 pm		Topic	Introductions, Class Overview and Expectations Tour Profile Case Studies <ul style="list-style-type: none"> • DIY -vs- Road Dogs -vs- Arena Giants • Shows, Cities, Travel Routing The Artist’s Team: Job Profiles <ul style="list-style-type: none"> • Artist Manager • Publicist • Booking Agent • Tour Manager • Business Manager • Talent Buyer 	Deliverables	<i>In class:</i> <ul style="list-style-type: none"> • Knowledge, Interest & Schedule Assessment (<i>must be completed during class to receive full credit</i>) <i>Assignments:</i> <ul style="list-style-type: none"> • Tour Comparison Chart (<i>begin in class, continue at home, due week 2</i>)
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		<ul style="list-style-type: none"> • Job Variations Chart (<i>ongoing assignment due week 6</i>) • Week One Reading Review (<i>due week 2</i>)
	Required Reading (to be done after class)	<u>This Business of Concert Promotion and Touring -Waddell, Barnet, Berry</u> <ul style="list-style-type: none"> • Chapter 1: Key Representatives for Touring Artists -pg. 12 – 28 • Chapter 3: Why, When, Where to tour -pg. 41 -53 • Chapter 8: Launching the Tour > Tour Publicist -pg. 106 -107 <u>All You Need to Know About the Music Business -Donald S. Passman</u> <ul style="list-style-type: none"> • Chapter 23: Roles of Team Members -Pg. 395 - 400
	Class 2: Thursday, February 11th 6:30 – 9:20 pm	
	Topic	Touring & Money: Talent Buyers & Show Offers Revenues, Expenses & Tour Budgeting
	Deliverables	<i>Due:</i> <ul style="list-style-type: none"> • <i>Tour Comparison Chart</i> • <i>Week One Reading Review</i> <i>Assigned:</i> <ul style="list-style-type: none"> • Week Two Reading Review (<i>due week 3</i>) • Job Variations Chart (ongoing, due week 6)
	Required Reading (to be done after class)	<u>This Business of Concert Promotion and Touring -Waddell, Barnet, Berry</u> <ul style="list-style-type: none"> • Chapter 4: Budgeting the tour 55-65 • Chapter 9: Types of Talent Buyers -pg. 111 - 124 • Chapter 10: Getting Paid -pg. 125 - 136 <u>All You Need to Know About the Music Business -Donald S. Passman</u> <ul style="list-style-type: none"> • Chapter 23: Marketing, Personal Appearance Deals: pg. 401-419
	Class 3: Thursday, February 18th 6:30 – 9:20 pm	
	Topic	Maximizing Revenues: Marketing Merchandising Sponsorship In-Class Tour Planning Project: Rusted Root Tour Case Study
	Deliverables	<i>Due:</i> <ul style="list-style-type: none"> • <i>Week Two Reading Review</i> <i>Assigned:</i> <ul style="list-style-type: none"> • In-Class Tour Planning Project: Rusted Root Tour Case Study (<i>in-class, finish out of class, due week 4</i>) • Week Three Reading Review (<i>due week 4</i>) • Job Variations Chart (ongoing, due week 6)

	Required Reading (to be done after class)	<u>This Business of Concert Promotion and Touring -Waddell, Barnet, Berry</u> <ul style="list-style-type: none"> Chapter 2: Making money on the road -pg. 29 – 39 Chapter 13: Budgeting the Show -pg. 183 -192 Chapter 14: Promoting the Event -pg.193 - 208 <u>All You Need to Know About the Music Business -Donald S. Passman</u> <ul style="list-style-type: none"> Chapter 24: Tour Merchandising pg.: 423 – 432
Class 4: Thursday, February 25th 6:30 – 9:20 pm		
	Topic	Group Tour Planning Project: Overview Group Tour Planning Project: In-class work <ul style="list-style-type: none"> Form teams, choose jobs, choose band Research & tour structuring Agenda planning Negotiations
	Deliverables	<i>Due:</i> <ul style="list-style-type: none"> In-Class Tour Planning Project: Rusted Root Tour Case Study Week Three Reading Review <i>Assigned:</i> <ul style="list-style-type: none"> Job Variations Chart (ongoing, due week 6) Week Four Reading Review (optional for extra credit, due week 5)
	Required Reading (to be done after class)	<u>This Business of Concert Promotion and Touring -Waddell, Barnet, Berry</u> <ul style="list-style-type: none"> Chapter 8: Launching the Tour - pg. 97-106 Chapter 11: Performance Agreements - pg. 137 – 169
Class 5: Saturday, March 6th 3:00 – 5:50 pm at Mr. Smalls Theatre		
	Topic	On The Road: Mr. Smalls Theatre Site Visit 400 Lincoln Ave. Millvale, PA 15209 (412) 821-4447 http://www.mrsmalls.com/ The Show Day <ul style="list-style-type: none"> The Band The Venue The Promoter Group Tour Planning Project: Team Updates & Peer Discussion
	Deliverables	<i>Due:</i> <ul style="list-style-type: none"> Group Tour Planning Project: Foundation Assignment Group Tour Planning Project: Assets Rough Draft Submission Week Four Reading Review (optional for extra credit) <i>Assigned:</i>

		<ul style="list-style-type: none"> Continued work on Group Tour Planning Project, in group meetings and individually. <ul style="list-style-type: none"> Continue to develop all required assets for your job: <ul style="list-style-type: none"> General Overview Report <ul style="list-style-type: none"> Summary of your individual presentation Outline your role in the team, your planning process and how you interacted with the others Your job-specific documents PowerPoint presentation PDF <ul style="list-style-type: none"> Any visual materials developed by you for the group presentation Foundation Assignment Peer Review (<i>due week 6</i>) Job Variations Chart (ongoing, due week 6) Week Five Reading Review (<i>optional for extra credit, due week 6</i>)
	Required Reading <i>(to be done after class)</i>	<u>This Business of Concert Promotion and Touring</u> <ul style="list-style-type: none"> Chapter: 16: Venue Operations and Services -pg. 225 - 233 Chapter: 17: Day of Show -pg. 235 - 247
Class 6: Thursday, March 11th 6:30 – 9:20 pm		
	Topic	Group Tour Planning Project: <ul style="list-style-type: none"> Group Report & Peer Feedback Group Work <ul style="list-style-type: none"> Assignment Review/ Meetings with Instructor Asset finalization Finalizing your plans
	Deliverables	<p><i>Due:</i></p> <ul style="list-style-type: none"> Foundation Assignment Peer Review Week Five Reading Review (<i>optional for extra credit</i>) Job Variations Chart <p><i>Assigned:</i></p> <ul style="list-style-type: none"> Continued work on Group Tour Planning Project in group meetings and individually <ul style="list-style-type: none"> Finalize all required assets for your job Proofread one member of your team's work (<i>for credit</i>) Finalize group presentation and be ready to present next week Group Project Deliverables: <ul style="list-style-type: none"> General Overview Report <ul style="list-style-type: none"> Summary of your individual presentation Outline your role in the team, your planning process and how you interacted with the others Your job-specific documents PowerPoint presentation PDF <ul style="list-style-type: none"> Any visual materials developed by you for the group presentation
	Required Readings	Each team member must proofread another team member's final project work (for credit).

	Class 7: Thursday, February 27 th 6:00 – 8:50 pm			
	Topic	Group Tour Planning Project: Final Presentations		
	Deliverables	<div>Due:</div> <ul style="list-style-type: none">Group Tour Planning Project: (Digital Submission or Hard Copy as necessary)<ul style="list-style-type: none">General Overview Report<ul style="list-style-type: none">Summary of your individual presentationOutline your role in the team, your planning process and how you interacted with the othersYour job-specific documentsPowerPoint presentation PDF<ul style="list-style-type: none">Any visual materials developed by you for the group presentationAny templates, forms or documents you were responsible creating in your job positionGroup Tour Planning Project: Peer Reviews (<i>in class</i>)		
Graded Components:				
			Points	DUE DATE
	Class Participation	Individual Grade	10	
	In Class Assignments			
	Knowledge, Interest, & Schedule Assessment	Individual Grade	2	During Class 1
	Tour Comparison Chart	Individual Grade	6	Class 2
	Job Variations Chart	Individual Grade	10	Class 6
	In-Class Tour Planning Project: Rusted Root Tour Case Study	Group Grade	6	During Class 3, Due Class 4
	Reading Review Discussion Boards	Individual Grade	6	Classes 1-3
	Reading Review Discussion Boards (optional for extra credit, up to 4 points)	Individual Grade		Classes 4-5
	Group Tour Planning Project: Homework Assignments			
	Group Tour Planning Project: Foundation Assignment	Individual Grade	5	Class 5
	Group Tour Planning Project: Assets Rough Draft Submission	Individual Grade	5	Class 5
	Foundation Assignment Peer Review	Individual Grade	5	Class 6
	Group Tour Planning Project: Final Submissions			
	Group Tour Planning Project: Overview report & job-specific assets	Individual Grade	20	Class 7
	Group Tour Planning Project: Presentation	Group Grade	20	Class 7
	Group Tour Planning Project: Peer reviews	Individual Grade	5	Class 7
		TOTAL:	100	

<p>Plagiarism and cheating notice*</p>	<p>Students are expected to maintain the highest ethical standards inside and outside the classroom. Plagiarism and other forms of academic misrepresentation are viewed as extremely serious matters. Misrepresentation of another's work as one's own is widely recognized as among the most serious violations. The violation is clearly flagrant when it occurs as plagiarism on a required paper or as cheating on an examination, including take-home as well as in-class examinations. The punishment for such offenses can involve expulsion from the MEIM Program and Heinz School.</p> <p>Cheating includes, but is not limited to:</p> <ol style="list-style-type: none"> 1. Plagiarism (explained below); 2. Submission of work that is not the student's own; 3. Submission or use of falsified data; 4. Unauthorized access to an exam or assignment; 5. Use of a stand-in for an exam; 6. Use of unauthorized material in the preparation of an assignment or during an examination; 7. Supplying or communicating unauthorized information to another student for use in an assignment or exam; 8. Unauthorized collaboration on an assignment. Collaboration must be explicitly permitted by an instructor for it to be considered authorized. 9. Submission of the same work for credit in more than one course. <p>Plagiarism is the failure to indicate the source of work either with quotation marks or footnotes. The source can be a phrase, a graphic element, a proof, specific language, or an idea derived from the work of another person. Note that material on the web is another person's work and is therefore equally subject to the rules on plagiarism and cheating as any other source material.</p> <p>Cheating and/or plagiarism on an essay assignment will result in a failing grade (0 points) for that assignment. The essay in which the cheating occurs will <i>not</i> be excluded from the offending student's assignments included in grade calculations; the points for that essay zero (0) will be factored into the grade.</p> <p>Furthermore, the cheating student's final grade will be reduced one full letter grade. A cheating student's final grade will be impacted significantly. In addition, cases of cheating and plagiarism will be submitted to and reviewed by the Dean's Office; more severe penalties may be imposed, <i>up to and including expulsion from the Heinz School.</i></p>
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Respect for Diversity	<p>This class is designed to prepare students for a professional work environment. Any disrespect toward a fellow student during class will result in a loss of attendance credit for that class. Any gender discrimination, racism or marginalization will result in the offending student being asked to leave the class meeting.</p> <p>It is my intent that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that students bring to this class be viewed as a resource, strength and benefit. It is my intent to present materials and activities that are respectful of diversity: gender, sexuality, disability, age, socioeconomic status, ethnicity, race, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally or for other students or student groups. In addition, if any of our class meetings conflict with your religious events, please let me know so that we can make arrangements for you.</p>
Student Wellness	<p><i>This semester is unlike any other. We are all under a lot of stress and uncertainty at this time. Attending Zoom classes all day can take its toll on our mental health. Make sure to move regularly, eat well, and reach out to your support system or me eberlin@andrew.cmu.edu if you need to. We can all benefit from support in times of stress, and this semester is no exception.</i></p> <p>As a student, you may experience a range of challenges that can interfere with learning, such as strained relationships, increased anxiety, substance use, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may diminish your academic performance and/or reduce your ability to participate in daily activities. CMU services are available, and treatment does work. You can learn more about confidential mental health services available on campus at: http://www.cmu.edu/counseling/. Support is always available (24/7) from Counseling and Psychological Services: 412-268-2922.</p> <p><i>If you or someone you know is feeling suicidal or in danger of self-harm, call someone immediately, day or night: Re:solve Crisis Network: 888-796-8226</i></p> <p><i>If the situation is life threatening, call the police On campus: CMU Police: 412-268-2323 Off campus: 911</i></p> <p>If you have questions about this or your coursework, please let me know. Thank you and have a great semester.</p>