

UCLA-ALIGNED COURSE FIELD NOTES

MUSIC INDUSTRY 2

Music Industry Fundamentals

Rights, recordings, publishing, distribution, touring, marketing, data, careers, and entrepreneurship

How these notes are written. I wrote each chapter the way I wish the material had been explained the first time: the real idea, the point where I usually get stuck, the simplest mental model that still stays honest, and a worked decision instead of a polished answer appearing from nowhere. Every chapter closes with practice and a fully written solution. If a sentence sounds impressive but does not help me solve or explain something, it does not belong here.

Daniel Mastick

Curriculum map, working notes, practice, and solutions

Course map

Week	Core thread	What should be solid by the end
1	The music-industry value chain and career map	Reconstruct the model, work an application, test its assumptions, and explain the result in ordinary language.
2	Copyright, publishing, and song income	Reconstruct the model, work an application, test its assumptions, and explain the result in ordinary language.
3	Masters, labels, distribution, and recording economics	Reconstruct the model, work an application, test its assumptions, and explain the result in ordinary language.
4	Streaming, platforms, metadata, and royalties	Reconstruct the model, work an application, test its assumptions, and explain the result in ordinary language.
5	Live music, touring, agents, and settlement	Reconstruct the model, work an application, test its assumptions, and explain the result in ordinary language.
6	Management, teams, contracts, and negotiation	Reconstruct the model, work an application, test its assumptions, and explain the result in ordinary language.
7	Audience development, marketing, and release strategy	Reconstruct the model, work an application, test its assumptions, and explain the result in ordinary language.
8	Entrepreneurship, budgets, data, ethics, and durable careers	Reconstruct the model, work an application, test its assumptions, and explain the result in ordinary language.
9	Integration studio	Combine several chapters in one case, preserve their assumptions, and reconcile the result across representations.
10	Cumulative review	Retrieve the full course map from memory and solve mixed problems without chapter labels.

Scope anchor: <https://catalog.registrar.ucla.edu/course/2026/MSIND2?year=2026>. The sequence is aligned to the official catalog description and expanded into a practical ten-week study plan.

How I would use this packet

Treat each numbered section as one chapter. Read the formal explanation, pause at the student interpretation, and see whether the easy version still says the same thing. Rework the example without looking, then cover the solution in the chapter practice box. The cumulative set at the end is deliberately mixed: knowledge becomes durable when I have to choose the tool instead of being told which chapter I am in.

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CHAPTER 1 The music-industry value chain and career map

The idea

Songs, recordings, performances, audiences, rights, services, and capital move through creators, publishers, labels, distributors, managers, agents, promoters, platforms, PROs, unions, and vendors. Each participant is paid for a specific right or service.

Rebuild the chapter from first principles

The claim I need to own is this: Songs, recordings, performances, audiences, rights, services, and capital move through creators, publishers, labels, distributors, managers, agents, promoters, platforms, PROs, unions, and vendors. Each participant is paid for a specific right or service. I do not count that as learned just because the sentence looks familiar. I should be able to name the objects, state what changes and what stays fixed, recover the rule from the definitions, and explain why the result is allowed.

The move

My working sequence

1. **Translate.** Rewrite the prompt in the language of the music-industry value chain and career map. List the known quantities, the unknown, the units or types, and any hidden constraint.
2. **Choose.** State the theorem, model, algorithm, accounting rule, or physical law before substituting values. This is where I make the assumption visible.
3. **Execute.** Work one justified step at a time and keep intermediate state readable enough that I can audit it later.
4. **Verify.** Check a boundary case, sign, unit, invariant, order of magnitude, or alternative derivation. Then translate the result back into an ordinary sentence.

Details I would refuse to skip

- **Definitions:** I should be able to define every technical noun in the chapter without using that same noun in the definition.
- **Assumptions:** I write the condition that makes the method legal beside the method itself. A correct procedure under the wrong assumptions is still a wrong answer.
- **Representation:** I move freely among words, equations or code, a diagram, and a small numerical example. If one representation disagrees with another, that disagreement is useful evidence.
- **Failure modes:** I keep the nearest counterexample in mind: the boundary where the rule changes, the invariant breaks, or the model stops matching reality.
- **Communication:** My final answer names what the result means and what it does not establish. I do not let notation do the explanatory work for me.

Sanity check

Closed-note check. Can I teach the music-industry value chain and career map on a blank page, derive or reconstruct its main rule, work a fresh example, and diagnose a deliberately broken solution? If I can only recognize the finished work, I am not done.

How this chapter connects

I read this chapter as the bridge from the course foundations to copyright, publishing, and song income. The earlier material supplies the language and constraints; this chapter adds a new reasoning move; the later material asks me to use that move without being told its name. That connection matters because exams and real projects mix chapters on purpose.

The full working model

- **Core claim.** Songs, recordings, performances, audiences, rights, services, and capital move through creators, publishers, labels, distributors, managers, agents, promoters, platforms, PROs, unions, and vendors.
- **What moves.** Each participant is paid for a specific right or service.
- **What keeps the answer honest.** The model becomes useful only when I can apply the music-industry value chain and career map to an unfamiliar case and defend the assumptions.
- **Mastery standard.** I can define the objects, rebuild the rule, work a fresh case, compare alternatives, and diagnose a broken solution without relying on recognition.

How I actually think about it

I draw the money and rights arrows separately; they do not always travel through the same company.

The easy version

Songs, recordings, performances, audiences, rights, services, and capital move through creators, publishers, labels, distributors, managers, agents, promoters, platforms, PROs, unions, and vendors.

Worked example

Question. An artist writes and records one song. Name the two core copyrights.

Walkthrough. The musical composition copyright covers music and lyrics; the sound-recording copyright covers the particular recorded performance. They may have different owners and revenue streams.

Common miss

The fastest way to get this chapter wrong is to use the visible procedure without naming its assumption, units, time period, reference group, or boundary. I put that condition beside the

work and verify the result independently.

Solved chapter practice

Practice 1. An artist writes and records one song. Name the two core copyrights.

Solution. The musical composition copyright covers music and lyrics; the sound-recording copyright covers the particular recorded performance. They may have different owners and revenue streams.

Practice 2. Explain the music-industry value chain and career map to a classmate using one definition, one concrete example, one assumption, and one failure mode.

Solution. Begin with the core claim above, use the worked case as the concrete example, state the condition highlighted by the warning, and choose a failure where that condition does not hold. A complete explanation connects all four pieces instead of listing them.

Mastery practice A. Reconstruct the music-industry value chain and career map from a blank page. Include the central definition, the governing rule, one required assumption, and one boundary case.

Solution. Start from the blue idea box, but rewrite it in my own words. Identify the objects and state, name the rule before using it, copy the relevant assumption from the details audit, and choose a boundary where that assumption becomes equality or fails. A complete solution explains why each part belongs; a list of vocabulary is not enough.

Mastery practice B. A classmate gets a polished-looking answer to a the music-industry value chain and career map problem but never states a model or checks the result. Write the shortest useful review of that solution.

Solution. I would ask four concrete questions: What exactly are the inputs and desired output? Which rule licenses the main step? Which assumption could invalidate it? Which independent check supports the conclusion? If the answer cannot survive those four questions, I treat the numerical or verbal result as unverified.

CHAPTER 2 Copyright, publishing, and song income

The idea

Composition rights include reproduction, distribution, public performance, derivative works, and controlled licensing. Publishing administration, writer and publisher shares, PROs, mechanicals, synchronization, splits, registration, and recapture affect collection.

Rebuild the chapter from first principles

The claim I need to own is this: Composition rights include reproduction, distribution, public performance, derivative works, and controlled licensing. Publishing administration, writer and publisher shares, PROs, mechanicals, synchronization, splits, registration, and recapture affect collection. I do not count that as learned just because the sentence looks familiar. I should be able to name the objects, state what changes and what stays fixed, recover the rule from the definitions, and explain why the result is

allowed.

The move

My working sequence

1. **Translate.** Rewrite the prompt in the language of copyright, publishing, and song income. List the known quantities, the unknown, the units or types, and any hidden constraint.
2. **Choose.** State the theorem, model, algorithm, accounting rule, or physical law before substituting values. This is where I make the assumption visible.
3. **Execute.** Work one justified step at a time and keep intermediate state readable enough that I can audit it later.
4. **Verify.** Check a boundary case, sign, unit, invariant, order of magnitude, or alternative derivation. Then translate the result back into an ordinary sentence.

Details I would refuse to skip

- **Definitions:** I should be able to define every technical noun in the chapter without using that same noun in the definition.
- **Assumptions:** I write the condition that makes the method legal beside the method itself. A correct procedure under the wrong assumptions is still a wrong answer.
- **Representation:** I move freely among words, equations or code, a diagram, and a small numerical example. If one representation disagrees with another, that disagreement is useful evidence.
- **Failure modes:** I keep the nearest counterexample in mind: the boundary where the rule changes, the invariant breaks, or the model stops matching reality.
- **Communication:** My final answer names what the result means and what it does not establish. I do not let notation do the explanatory work for me.

Sanity check

Closed-note check. Can I teach copyright, publishing, and song income on a blank page, derive or reconstruct its main rule, work a fresh example, and diagnose a deliberately broken solution? If I can only recognize the finished work, I am not done.

How this chapter connects

I read this chapter as the bridge from the music-industry value chain and career map to masters, labels, distribution, and recording economics. The earlier material supplies the language and constraints; this chapter adds a new reasoning move; the later material asks me to use that move without being told its name. That connection matters because exams and real projects mix chapters on purpose.

The full working model

- **Core claim.** Composition rights include reproduction, distribution, public performance, derivative works, and controlled licensing.

- **What moves.** Publishing administration, writer and publisher shares, PROs, mechanicals, synchronization, splits, registration, and recapture affect collection.
- **What keeps the answer honest.** The model becomes useful only when I can apply copyright, publishing, and song income to an unfamiliar case and defend the assumptions.
- **Mastery standard.** I can define the objects, rebuild the rule, work a fresh case, compare alternatives, and diagnose a broken solution without relying on recognition.

How I actually think about it

My shorthand for this chapter is: my shorthand for this chapter is: a split sheet written while everyone still agrees is worth more than a memory after the song earns money.

The easy version

Composition rights include reproduction, distribution, public performance, derivative works, and controlled licensing.

Worked example

Question. Two writers agree on 60/40 ownership. What operational steps follow?

Walkthrough. Document names, identifiers, shares, publishers or administrators, and signatures; register the work consistently with relevant PROs and administrators; keep metadata aligned across releases and licenses.

Common miss

The fastest way to get this chapter wrong is to use the visible procedure without naming its assumption, units, time period, reference group, or boundary. I put that condition beside the work and verify the result independently.

Solved chapter practice

Practice 1. Two writers agree on 60/40 ownership. What operational steps follow?

Solution. Document names, identifiers, shares, publishers or administrators, and signatures; register the work consistently with relevant PROs and administrators; keep metadata aligned across releases and licenses.

Practice 2. Explain copyright, publishing, and song income to a classmate using one definition, one concrete example, one assumption, and one failure mode.

Solution. Begin with the core claim above, use the worked case as the concrete example, state the condition highlighted by the warning, and choose a failure where that condition does not hold. A complete explanation connects all four pieces instead of listing them.

Mastery practice A. Reconstruct copyright, publishing, and song income from a blank page. Include the central definition, the governing rule, one required assumption, and one boundary case.

Solution. Start from the blue idea box, but rewrite it in my own words. Identify the objects and state, name the rule before using it, copy the relevant assumption from the details audit, and choose a boundary where that assumption becomes equality or fails. A complete solution explains

why each part belongs; a list of vocabulary is not enough.

Mastery practice B. A classmate gets a polished-looking answer to a copyright, publishing, and song income problem but never states a model or checks the result. Write the shortest useful review of that solution.

Solution. I would ask four concrete questions: What exactly are the inputs and desired output? Which rule licenses the main step? Which assumption could invalidate it? Which independent check supports the conclusion? If the answer cannot survive those four questions, I treat the numerical or verbal result as unverified.

CHAPTER 3 Masters, labels, distribution, and recording economics

The idea

Master ownership, recording agreements, advances, recoupment, royalties, producer points, delivery, options, licensing, distribution fees, neighboring rights, and reversion clauses determine control and cash timing.

Rebuild the chapter from first principles

The claim I need to own is this: Master ownership, recording agreements, advances, recoupment, royalties, producer points, delivery, options, licensing, distribution fees, neighboring rights, and reversion clauses determine control and cash timing. I do not count that as learned just because the sentence looks familiar. I should be able to name the objects, state what changes and what stays fixed, recover the rule from the definitions, and explain why the result is allowed.

The move

My working sequence

1. **Translate.** Rewrite the prompt in the language of masters, labels, distribution, and recording economics. List the known quantities, the unknown, the units or types, and any hidden constraint.
2. **Choose.** State the theorem, model, algorithm, accounting rule, or physical law before substituting values. This is where I make the assumption visible.
3. **Execute.** Work one justified step at a time and keep intermediate state readable enough that I can audit it later.
4. **Verify.** Check a boundary case, sign, unit, invariant, order of magnitude, or alternative derivation. Then translate the result back into an ordinary sentence.

Details I would refuse to skip

- **Definitions:** I should be able to define every technical noun in the chapter without using that same noun in the definition.

- **Assumptions:** I write the condition that makes the method legal beside the method itself. A correct procedure under the wrong assumptions is still a wrong answer.
- **Representation:** I move freely among words, equations or code, a diagram, and a small numerical example. If one representation disagrees with another, that disagreement is useful evidence.
- **Failure modes:** I keep the nearest counterexample in mind: the boundary where the rule changes, the invariant breaks, or the model stops matching reality.
- **Communication:** My final answer names what the result means and what it does not establish. I do not let notation do the explanatory work for me.

Sanity check

Closed-note check. Can I teach masters, labels, distribution, and recording economics on a blank page, derive or reconstruct its main rule, work a fresh example, and diagnose a deliberately broken solution? If I can only recognize the finished work, I am not done.

How this chapter connects

I read this chapter as the bridge from copyright, publishing, and song income to streaming, platforms, metadata, and royalties. The earlier material supplies the language and constraints; this chapter adds a new reasoning move; the later material asks me to use that move without being told its name. That connection matters because exams and real projects mix chapters on purpose.

The full working model

- **Core claim.** Master ownership, recording agreements, advances, recoupment, royalties, producer points, delivery, options, licensing, distribution fees, neighboring rights, and reversion clauses determine control and cash timing.
- **What moves.** The model becomes useful only when I can apply masters, labels, distribution, and recording economics to an unfamiliar case and defend the assumptions.
- **What keeps the answer honest.** The model becomes useful only when I can apply masters, labels, distribution, and recording economics to an unfamiliar case and defend the assumptions.
- **Mastery standard.** I can define the objects, rebuild the rule, work a fresh case, compare alternatives, and diagnose a broken solution without relying on recognition.

How I actually think about it

My shorthand for this chapter is: my shorthand for this chapter is: an advance is usually financing against future royalties, not free income.

The easy version

Master ownership, recording agreements, advances, recoupment, royalties, producer points, delivery, options, licensing, distribution fees, neighboring rights, and reversion clauses determine control and cash timing.

Worked example

Question. An artist receives a 50000 recoupable advance and earns 20000 in artist royalties. What is the basic position?

Walkthrough. The artist account remains 30000 unrecouped under the simplified deal, so no artist royalty cash is paid yet. Contract definitions and cross-collateralization can change the calculation.

Common miss

The fastest way to get this chapter wrong is to use the visible procedure without naming its assumption, units, time period, reference group, or boundary. I put that condition beside the work and verify the result independently.

Solved chapter practice

Practice 1. An artist receives a 50000 recoupable advance and earns 20000 in artist royalties. What is the basic position?

Solution. The artist account remains 30000 unrecouped under the simplified deal, so no artist royalty cash is paid yet. Contract definitions and cross-collateralization can change the calculation.

Practice 2. Explain masters, labels, distribution, and recording economics to a classmate using one definition, one concrete example, one assumption, and one failure mode.

Solution. Begin with the core claim above, use the worked case as the concrete example, state the condition highlighted by the warning, and choose a failure where that condition does not hold. A complete explanation connects all four pieces instead of listing them.

Mastery practice A. Reconstruct masters, labels, distribution, and recording economics from a blank page. Include the central definition, the governing rule, one required assumption, and one boundary case.

Solution. Start from the blue idea box, but rewrite it in my own words. Identify the objects and state, name the rule before using it, copy the relevant assumption from the details audit, and choose a boundary where that assumption becomes equality or fails. A complete solution explains why each part belongs; a list of vocabulary is not enough.

Mastery practice B. A classmate gets a polished-looking answer to a masters, labels, distribution, and recording economics problem but never states a model or checks the result. Write the shortest useful review of that solution.

Solution. I would ask four concrete questions: What exactly are the inputs and desired output? Which rule licenses the main step? Which assumption could invalidate it? Which independent check supports the conclusion? If the answer cannot survive those four questions, I treat the numerical or verbal result as unverified.

CHAPTER 4 Streaming, platforms, metadata, and royalties

The idea

Streaming revenue moves through platform pools, territory, plan type, distributor or label terms, composition licenses, and usage data. Per-stream averages hide allocation rules; identifiers and metadata determine whether money can find the right owner.

Rebuild the chapter from first principles

The claim I need to own is this: Streaming revenue moves through platform pools, territory, plan type, distributor or label terms, composition licenses, and usage data. Per-stream averages hide allocation rules; identifiers and metadata determine whether money can find the right owner. I do not count that as learned just because the sentence looks familiar. I should be able to name the objects, state what changes and what stays fixed, recover the rule from the definitions, and explain why the result is allowed.

The move

My working sequence

1. **Translate.** Rewrite the prompt in the language of streaming, platforms, metadata, and royalties. List the known quantities, the unknown, the units or types, and any hidden constraint.
2. **Choose.** State the theorem, model, algorithm, accounting rule, or physical law before substituting values. This is where I make the assumption visible.
3. **Execute.** Work one justified step at a time and keep intermediate state readable enough that I can audit it later.
4. **Verify.** Check a boundary case, sign, unit, invariant, order of magnitude, or alternative derivation. Then translate the result back into an ordinary sentence.

Details I would refuse to skip

- **Definitions:** I should be able to define every technical noun in the chapter without using that same noun in the definition.
- **Assumptions:** I write the condition that makes the method legal beside the method itself. A correct procedure under the wrong assumptions is still a wrong answer.
- **Representation:** I move freely among words, equations or code, a diagram, and a small numerical example. If one representation disagrees with another, that disagreement is useful evidence.
- **Failure modes:** I keep the nearest counterexample in mind: the boundary where the rule changes, the invariant breaks, or the model stops matching reality.
- **Communication:** My final answer names what the result means and what it does not establish. I do not let notation do the explanatory work for me.

Sanity check

Closed-note check. Can I teach streaming, platforms, metadata, and royalties on a blank page, derive or reconstruct its main rule, work a fresh example, and diagnose a deliberately broken solution? If I can only recognize the finished work, I am not done.

How this chapter connects

I read this chapter as the bridge from masters, labels, distribution, and recording economics to live music, touring, agents, and settlement. The earlier material supplies the language and constraints; this chapter adds a new reasoning move; the later material asks me to use that move without being told its name. That connection matters because exams and real projects mix chapters on purpose.

The full working model

- **Core claim.** Streaming revenue moves through platform pools, territory, plan type, distributor or label terms, composition licenses, and usage data.
- **What moves.** Per-stream averages hide allocation rules; identifiers and metadata determine whether money can find the right owner.
- **What keeps the answer honest.** The model becomes useful only when I can apply streaming, platforms, metadata, and royalties to an unfamiliar case and defend the assumptions.
- **Mastery standard.** I can define the objects, rebuild the rule, work a fresh case, compare alternatives, and diagnose a broken solution without relying on recognition.

How I actually think about it

I never multiply one viral 'per-stream rate' by plays and call it a royalty statement.

The easy version

Streaming revenue moves through platform pools, territory, plan type, distributor or label terms, composition licenses, and usage data.

Worked example

Question. Why can two tracks with the same stream count earn different amounts?

Walkthrough. Country, subscription versus ad-supported use, platform revenue, market share, label or distributor terms, currency, and composition ownership can all differ.

Common miss

The fastest way to get this chapter wrong is to use the visible procedure without naming its assumption, units, time period, reference group, or boundary. I put that condition beside the work and verify the result independently.

Solved chapter practice

Practice 1. Why can two tracks with the same stream count earn different amounts?

Solution. Country, subscription versus ad-supported use, platform revenue, market share, label or distributor terms, currency, and composition ownership can all differ.

Practice 2. Explain streaming, platforms, metadata, and royalties to a classmate using one definition, one concrete example, one assumption, and one failure mode.

Solution. Begin with the core claim above, use the worked case as the concrete example, state the condition highlighted by the warning, and choose a failure where that condition does not hold. A complete explanation connects all four pieces instead of listing them.

Mastery practice A. Reconstruct streaming, platforms, metadata, and royalties from a blank page. Include the central definition, the governing rule, one required assumption, and one boundary case.

Solution. Start from the blue idea box, but rewrite it in my own words. Identify the objects and state, name the rule before using it, copy the relevant assumption from the details audit, and choose a boundary where that assumption becomes equality or fails. A complete solution explains why each part belongs; a list of vocabulary is not enough.

Mastery practice B. A classmate gets a polished-looking answer to a streaming, platforms, metadata, and royalties problem but never states a model or checks the result. Write the shortest useful review of that solution.

Solution. I would ask four concrete questions: What exactly are the inputs and desired output? Which rule licenses the main step? Which assumption could invalidate it? Which independent check supports the conclusion? If the answer cannot survive those four questions, I treat the numerical or verbal result as unverified.

CHAPTER 5 Live music, touring, agents, and settlement

The idea

Live economics combine guarantees, door splits, bonuses, promoter expenses, venue capacity, ticketing, merch, production, crew, travel, insurance, visas, and settlement. Gross box office is not artist profit.

Rebuild the chapter from first principles

The claim I need to own is this: Live economics combine guarantees, door splits, bonuses, promoter expenses, venue capacity, ticketing, merch, production, crew, travel, insurance, visas, and settlement. Gross box office is not artist profit. I do not count that as learned just because the sentence looks familiar. I should be able to name the objects, state what changes and what stays fixed, recover the rule from the definitions, and explain why the result is allowed.

The move

My working sequence

1. **Translate.** Rewrite the prompt in the language of live music, touring, agents, and settlement. List the known quantities, the unknown, the units or types, and any hidden constraint.
2. **Choose.** State the theorem, model, algorithm, accounting rule, or physical law before substituting values. This is where I make the assumption visible.
3. **Execute.** Work one justified step at a time and keep intermediate state readable enough that I can audit it later.
4. **Verify.** Check a boundary case, sign, unit, invariant, order of magnitude, or alternative derivation. Then translate the result back into an ordinary sentence.

Details I would refuse to skip

- **Definitions:** I should be able to define every technical noun in the chapter without using that same noun in the definition.
- **Assumptions:** I write the condition that makes the method legal beside the method itself. A correct procedure under the wrong assumptions is still a wrong answer.
- **Representation:** I move freely among words, equations or code, a diagram, and a small numerical example. If one representation disagrees with another, that disagreement is useful evidence.
- **Failure modes:** I keep the nearest counterexample in mind: the boundary where the rule changes, the invariant breaks, or the model stops matching reality.
- **Communication:** My final answer names what the result means and what it does not establish. I do not let notation do the explanatory work for me.

Sanity check

Closed-note check. Can I teach live music, touring, agents, and settlement on a blank page, derive or reconstruct its main rule, work a fresh example, and diagnose a deliberately broken solution? If I can only recognize the finished work, I am not done.

How this chapter connects

I read this chapter as the bridge from streaming, platforms, metadata, and royalties to management, teams, contracts, and negotiation. The earlier material supplies the language and constraints; this chapter adds a new reasoning move; the later material asks me to use that move without being told its name. That connection matters because exams and real projects mix chapters on purpose.

The full working model

- **Core claim.** Live economics combine guarantees, door splits, bonuses, promoter expenses, venue capacity, ticketing, merch, production, crew, travel, insurance, visas, and settlement.
- **What moves.** Gross box office is not artist profit.

- **What keeps the answer honest.** The model becomes useful only when I can apply live music, touring, agents, and settlement to an unfamiliar case and defend the assumptions.
- **Mastery standard.** I can define the objects, rebuild the rule, work a fresh case, compare alternatives, and diagnose a broken solution without relying on recognition.

How I actually think about it

I build the tour budget per show and per day because off-days still cost money.

The easy version

Live economics combine guarantees, door splits, bonuses, promoter expenses, venue capacity, ticketing, merch, production, crew, travel, insurance, visas, and settlement.

Worked example

Question. A show grosses 40000, promoter expenses are 15000, and artist gets 85 percent of net. What is artist settlement before agent and tour costs?

Walkthrough. Net is 25000; 85 percent is 21250. The artist still pays commissions and touring expenses according to the deal.

Common miss

The fastest way to get this chapter wrong is to use the visible procedure without naming its assumption, units, time period, reference group, or boundary. I put that condition beside the work and verify the result independently.

Solved chapter practice

Practice 1. A show grosses 40000, promoter expenses are 15000, and artist gets 85 percent of net. What is artist settlement before agent and tour costs?

Solution. Net is 25000; 85 percent is 21250. The artist still pays commissions and touring expenses according to the deal.

Practice 2. Explain live music, touring, agents, and settlement to a classmate using one definition, one concrete example, one assumption, and one failure mode.

Solution. Begin with the core claim above, use the worked case as the concrete example, state the condition highlighted by the warning, and choose a failure where that condition does not hold. A complete explanation connects all four pieces instead of listing them.

Mastery practice A. Reconstruct live music, touring, agents, and settlement from a blank page. Include the central definition, the governing rule, one required assumption, and one boundary case.

Solution. Start from the blue idea box, but rewrite it in my own words. Identify the objects and state, name the rule before using it, copy the relevant assumption from the details audit, and choose a boundary where that assumption becomes equality or fails. A complete solution explains why each part belongs; a list of vocabulary is not enough.

Mastery practice B. A classmate gets a polished-looking answer to a live music, touring, agents, and settlement problem but never states a model or checks the result. Write the shortest useful

review of that solution.

Solution. I would ask four concrete questions: What exactly are the inputs and desired output? Which rule licenses the main step? Which assumption could invalidate it? Which independent check supports the conclusion? If the answer cannot survive those four questions, I treat the numerical or verbal result as unverified.

CHAPTER 6 Management, teams, contracts, and negotiation

The idea

Managers coordinate career strategy; agents procure live work; attorneys structure rights and risk; business managers handle money and controls. Term, scope, commission base, sunset, approval, audit, accounting, conflicts, and exit matter as much as headline percentage.

Rebuild the chapter from first principles

The claim I need to own is this: Managers coordinate career strategy; agents procure live work; attorneys structure rights and risk; business managers handle money and controls. Term, scope, commission base, sunset, approval, audit, accounting, conflicts, and exit matter as much as headline percentage. I do not count that as learned just because the sentence looks familiar. I should be able to name the objects, state what changes and what stays fixed, recover the rule from the definitions, and explain why the result is allowed.

The move

My working sequence

1. **Translate.** Rewrite the prompt in the language of management, teams, contracts, and negotiation. List the known quantities, the unknown, the units or types, and any hidden constraint.
2. **Choose.** State the theorem, model, algorithm, accounting rule, or physical law before substituting values. This is where I make the assumption visible.
3. **Execute.** Work one justified step at a time and keep intermediate state readable enough that I can audit it later.
4. **Verify.** Check a boundary case, sign, unit, invariant, order of magnitude, or alternative derivation. Then translate the result back into an ordinary sentence.

Details I would refuse to skip

- **Definitions:** I should be able to define every technical noun in the chapter without using that same noun in the definition.
- **Assumptions:** I write the condition that makes the method legal beside the method itself. A correct procedure under the wrong assumptions is still a wrong answer.

- **Representation:** I move freely among words, equations or code, a diagram, and a small numerical example. If one representation disagrees with another, that disagreement is useful evidence.
- **Failure modes:** I keep the nearest counterexample in mind: the boundary where the rule changes, the invariant breaks, or the model stops matching reality.
- **Communication:** My final answer names what the result means and what it does not establish. I do not let notation do the explanatory work for me.

Sanity check

Closed-note check. Can I teach management, teams, contracts, and negotiation on a blank page, derive or reconstruct its main rule, work a fresh example, and diagnose a deliberately broken solution? If I can only recognize the finished work, I am not done.

How this chapter connects

I read this chapter as the bridge from live music, touring, agents, and settlement to audience development, marketing, and release strategy. The earlier material supplies the language and constraints; this chapter adds a new reasoning move; the later material asks me to use that move without being told its name. That connection matters because exams and real projects mix chapters on purpose.

The full working model

- **Core claim.** Managers coordinate career strategy; agents procure live work; attorneys structure rights and risk; business managers handle money and controls.
- **What moves.** Term, scope, commission base, sunset, approval, audit, accounting, conflicts, and exit matter as much as headline percentage.
- **What keeps the answer honest.** The model becomes useful only when I can apply management, teams, contracts, and negotiation to an unfamiliar case and defend the assumptions.
- **Mastery standard.** I can define the objects, rebuild the rule, work a fresh case, compare alternatives, and diagnose a broken solution without relying on recognition.

How I actually think about it

I ask what the percentage is a percentage of, for how long, and after which deductions.

The easy version

Managers coordinate career strategy; agents procure live work; attorneys structure rights and risk; business managers handle money and controls.

Worked example

Question. Why does a management sunset clause matter?

Walkthrough. It defines declining post-term commission on work created during the relationship, balancing the manager's contribution against the artist's need to move on without indefinite burden.

Common miss

The fastest way to get this chapter wrong is to use the visible procedure without naming its assumption, units, time period, reference group, or boundary. I put that condition beside the work and verify the result independently.

Solved chapter practice

Practice 1. Why does a management sunset clause matter?

Solution. It defines declining post-term commission on work created during the relationship, balancing the manager's contribution against the artist's need to move on without indefinite burden.

Practice 2. Explain management, teams, contracts, and negotiation to a classmate using one definition, one concrete example, one assumption, and one failure mode.

Solution. Begin with the core claim above, use the worked case as the concrete example, state the condition highlighted by the warning, and choose a failure where that condition does not hold. A complete explanation connects all four pieces instead of listing them.

Mastery practice A. Reconstruct management, teams, contracts, and negotiation from a blank page. Include the central definition, the governing rule, one required assumption, and one boundary case.

Solution. Start from the blue idea box, but rewrite it in my own words. Identify the objects and state, name the rule before using it, copy the relevant assumption from the details audit, and choose a boundary where that assumption becomes equality or fails. A complete solution explains why each part belongs; a list of vocabulary is not enough.

Mastery practice B. A classmate gets a polished-looking answer to a management, teams, contracts, and negotiation problem but never states a model or checks the result. Write the shortest useful review of that solution.

Solution. I would ask four concrete questions: What exactly are the inputs and desired output? Which rule licenses the main step? Which assumption could invalidate it? Which independent check supports the conclusion? If the answer cannot survive those four questions, I treat the numerical or verbal result as unverified.

CHAPTER 7 Audience development, marketing, and release strategy

The idea

Positioning, creative identity, release cadence, owned and rented audiences, press, playlists, short-form media, CRM, community, paid acquisition, conversion, retention, and attribution form a campaign system. Vanity metrics are not business outcomes.

Rebuild the chapter from first principles

The claim I need to own is this: Positioning, creative identity, release cadence, owned and rented audiences, press, playlists, short-form media, CRM, community, paid acquisition, conversion, retention,

and attribution form a campaign system. Vanity metrics are not business outcomes. I do not count that as learned just because the sentence looks familiar. I should be able to name the objects, state what changes and what stays fixed, recover the rule from the definitions, and explain why the result is allowed.

The move

My working sequence

1. **Translate.** Rewrite the prompt in the language of audience development, marketing, and release strategy. List the known quantities, the unknown, the units or types, and any hidden constraint.
2. **Choose.** State the theorem, model, algorithm, accounting rule, or physical law before substituting values. This is where I make the assumption visible.
3. **Execute.** Work one justified step at a time and keep intermediate state readable enough that I can audit it later.
4. **Verify.** Check a boundary case, sign, unit, invariant, order of magnitude, or alternative derivation. Then translate the result back into an ordinary sentence.

Details I would refuse to skip

- **Definitions:** I should be able to define every technical noun in the chapter without using that same noun in the definition.
- **Assumptions:** I write the condition that makes the method legal beside the method itself. A correct procedure under the wrong assumptions is still a wrong answer.
- **Representation:** I move freely among words, equations or code, a diagram, and a small numerical example. If one representation disagrees with another, that disagreement is useful evidence.
- **Failure modes:** I keep the nearest counterexample in mind: the boundary where the rule changes, the invariant breaks, or the model stops matching reality.
- **Communication:** My final answer names what the result means and what it does not establish. I do not let notation do the explanatory work for me.

Sanity check

Closed-note check. Can I teach audience development, marketing, and release strategy on a blank page, derive or reconstruct its main rule, work a fresh example, and diagnose a deliberately broken solution? If I can only recognize the finished work, I am not done.

How this chapter connects

I read this chapter as the bridge from management, teams, contracts, and negotiation to entrepreneurship, budgets, data, ethics, and durable careers. The earlier material supplies the language and constraints; this chapter adds a new reasoning move; the later material asks me to use that move without being told its name. That connection matters because exams and real projects mix chapters on purpose.

The full working model

- **Core claim.** Positioning, creative identity, release cadence, owned and rented audiences, press, playlists, short-form media, CRM, community, paid acquisition, conversion, retention, and attribution form a campaign system.
- **What moves.** Vanity metrics are not business outcomes.
- **What keeps the answer honest.** The model becomes useful only when I can apply audience development, marketing, and release strategy to an unfamiliar case and defend the assumptions.
- **Mastery standard.** I can define the objects, rebuild the rule, work a fresh case, compare alternatives, and diagnose a broken solution without relying on recognition.

How I actually think about it

I choose one audience action per campaign and make every asset point toward it.

The easy version

Positioning, creative identity, release cadence, owned and rented audiences, press, playlists, short-form media, CRM, community, paid acquisition, conversion, retention, and attribution form a campaign system.

Worked example

Question. A campaign doubles views but saves and ticket conversions fall. Was it successful?

Walkthrough. Not under a fan-depth or revenue objective. Diagnose traffic quality, creative-message fit, targeting, landing friction, and whether views came from low-intent distribution.

Common miss

The fastest way to get this chapter wrong is to use the visible procedure without naming its assumption, units, time period, reference group, or boundary. I put that condition beside the work and verify the result independently.

Solved chapter practice

Practice 1. A campaign doubles views but saves and ticket conversions fall. Was it successful?

Solution. Not under a fan-depth or revenue objective. Diagnose traffic quality, creative-message fit, targeting, landing friction, and whether views came from low-intent distribution.

Practice 2. Explain audience development, marketing, and release strategy to a classmate using one definition, one concrete example, one assumption, and one failure mode.

Solution. Begin with the core claim above, use the worked case as the concrete example, state the condition highlighted by the warning, and choose a failure where that condition does not hold. A complete explanation connects all four pieces instead of listing them.

Mastery practice A. Reconstruct audience development, marketing, and release strategy from a blank page. Include the central definition, the governing rule, one required assumption, and one boundary case.

Solution. Start from the blue idea box, but rewrite it in my own words. Identify the objects and state, name the rule before using it, copy the relevant assumption from the details audit, and choose a boundary where that assumption becomes equality or fails. A complete solution explains why each part belongs; a list of vocabulary is not enough.

Mastery practice B. A classmate gets a polished-looking answer to a audience development, marketing, and release strategy problem but never states a model or checks the result. Write the shortest useful review of that solution.

Solution. I would ask four concrete questions: What exactly are the inputs and desired output? Which rule licenses the main step? Which assumption could invalidate it? Which independent check supports the conclusion? If the answer cannot survive those four questions, I treat the numerical or verbal result as unverified.

CHAPTER 8 Entrepreneurship, budgets, data, ethics, and durable careers

The idea

A music venture needs a value proposition, customer, rights position, unit economics, cash budget, financing plan, milestones, data governance, and downside plan. Sustainable careers also require health, boundaries, transparent accounting, and attention to unequal bargaining power.

Rebuild the chapter from first principles

The claim I need to own is this: A music venture needs a value proposition, customer, rights position, unit economics, cash budget, financing plan, milestones, data governance, and downside plan. Sustainable careers also require health, boundaries, transparent accounting, and attention to unequal bargaining power. I do not count that as learned just because the sentence looks familiar. I should be able to name the objects, state what changes and what stays fixed, recover the rule from the definitions, and explain why the result is allowed.

The move

My working sequence

1. **Translate.** Rewrite the prompt in the language of entrepreneurship, budgets, data, ethics, and durable careers. List the known quantities, the unknown, the units or types, and any hidden constraint.
2. **Choose.** State the theorem, model, algorithm, accounting rule, or physical law before substituting values. This is where I make the assumption visible.
3. **Execute.** Work one justified step at a time and keep intermediate state readable enough that I can audit it later.
4. **Verify.** Check a boundary case, sign, unit, invariant, order of magnitude, or alternative derivation. Then translate the result back into an ordinary sentence.

Details I would refuse to skip

- **Definitions:** I should be able to define every technical noun in the chapter without using that same noun in the definition.
- **Assumptions:** I write the condition that makes the method legal beside the method itself. A correct procedure under the wrong assumptions is still a wrong answer.
- **Representation:** I move freely among words, equations or code, a diagram, and a small numerical example. If one representation disagrees with another, that disagreement is useful evidence.
- **Failure modes:** I keep the nearest counterexample in mind: the boundary where the rule changes, the invariant breaks, or the model stops matching reality.
- **Communication:** My final answer names what the result means and what it does not establish. I do not let notation do the explanatory work for me.

Sanity check

Closed-note check. Can I teach entrepreneurship, budgets, data, ethics, and durable careers on a blank page, derive or reconstruct its main rule, work a fresh example, and diagnose a deliberately broken solution? If I can only recognize the finished work, I am not done.

How this chapter connects

I read this chapter as the bridge from audience development, marketing, and release strategy to the cumulative course model. The earlier material supplies the language and constraints; this chapter adds a new reasoning move; the later material asks me to use that move without being told its name. That connection matters because exams and real projects mix chapters on purpose.

The full working model

- **Core claim.** A music venture needs a value proposition, customer, rights position, unit economics, cash budget, financing plan, milestones, data governance, and downside plan.
- **What moves.** Sustainable careers also require health, boundaries, transparent accounting, and attention to unequal bargaining power.
- **What keeps the answer honest.** The model becomes useful only when I can apply entrepreneurship, budgets, data, ethics, and durable careers to an unfamiliar case and defend the assumptions.
- **Mastery standard.** I can define the objects, rebuild the rule, work a fresh case, compare alternatives, and diagnose a broken solution without relying on recognition.

How I actually think about it

I want a creative plan exciting enough to pursue and a cash plan honest enough to survive.

The easy version

A music venture needs a value proposition, customer, rights position, unit economics, cash budget, financing plan, milestones, data governance, and downside plan.

Worked example

Question. A release costs 12000 and generates 3 contribution per acquired fan. Ignoring fixed future costs, how many fans recover the launch cost?

Walkthrough. The contribution break-even is 12000 divided by 3, or 4000 acquired fans. Timing, retention, taxes, and rights splits still affect actual cash recovery.

Common miss

The fastest way to get this chapter wrong is to use the visible procedure without naming its assumption, units, time period, reference group, or boundary. I put that condition beside the work and verify the result independently.

Solved chapter practice

Practice 1. A release costs 12000 and generates 3 contribution per acquired fan. Ignoring fixed future costs, how many fans recover the launch cost?

Solution. The contribution break-even is 12000 divided by 3, or 4000 acquired fans. Timing, retention, taxes, and rights splits still affect actual cash recovery.

Practice 2. Explain entrepreneurship, budgets, data, ethics, and durable careers to a classmate using one definition, one concrete example, one assumption, and one failure mode.

Solution. Begin with the core claim above, use the worked case as the concrete example, state the condition highlighted by the warning, and choose a failure where that condition does not hold. A complete explanation connects all four pieces instead of listing them.

Mastery practice A. Reconstruct entrepreneurship, budgets, data, ethics, and durable careers from a blank page. Include the central definition, the governing rule, one required assumption, and one boundary case.

Solution. Start from the blue idea box, but rewrite it in my own words. Identify the objects and state, name the rule before using it, copy the relevant assumption from the details audit, and choose a boundary where that assumption becomes equality or fails. A complete solution explains why each part belongs; a list of vocabulary is not enough.

Mastery practice B. A classmate gets a polished-looking answer to a entrepreneurship, budgets, data, ethics, and durable careers problem but never states a model or checks the result. Write the shortest useful review of that solution.

Solution. I would ask four concrete questions: What exactly are the inputs and desired output? Which rule licenses the main step? Which assumption could invalidate it? Which independent check supports the conclusion? If the answer cannot survive those four questions, I treat the numerical or verbal result as unverified.

Cumulative study plan

I use this packet in three passes. First I reconstruct each model and work its examples without looking. Second I mix chapters so the tool is no longer named for me. Third I explain a complete case aloud, including assumptions, units, uncertainty, failure modes, and what evidence would change my conclusion.