

Arts and Cultural Management

Fall 2010

Schedule: Thursday 14.45 – 17.30

Instructor: Karina Kottová, M.A.

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Course Description

Art and Cultural Management is an introductory course, aimed at students considering a career in the cultural sector. Its main objective is to provide the students with general understanding of the practice of cultural institutions and projects, including their organization, strategies, finance, marketing and publicity. This will be placed within a broader context of the so called 'creative industries' and western models of cultural politics. Each topic will be accompanied with case studies and concrete examples. The students will therefore be provided both with theoretical knowledge and hands on learning.

Learning Outcomes

Upon completion of this course, the students will be able to:

- Understand major art and cultural management theories and implement them into practice.
- Solve case studies on particular issues in the field of art and culture.
- Prepare and present their own project based on the Project Cycle Management.
- Research a selected topic within the Art and Cultural Management field and present it in a written paper.

Methodology

Theoretical lectures will be accompanied by concrete examples from the cultural practice. Moreover, particular case studies will be solved by the students on each of the major topics. The students will prepare their solutions of the case studies prior to the class, together with studying relevant readings. In the class, the different proposed solutions of the case studies will be extensively discussed. After the Mid-term break, the course will focus on Project Cycle Management. The students will learn to design their own project using the PCM tools such as Logframe Matrix and SWOT analysis. They will present the project in the end of the semester.

Student Evaluation

1. Active class participation (20%)

The students are required to attend all the classes. For every missed class a make-up assignment should be proposed by the student. Prior to each class, the students need to study relevant literature and case studies, to be able to discuss them and present their solutions in the class.

2. Case study presentation (20%)

For each class, the students will prepare short presentations on their proposals for solution of the case studies. The presentations may be accompanied by PowerPoint slides.

3. Project presentation (30%)

In the end of the course, the students will prepare an in-depth presentation of their own project, based on the PCM. The presentation should be accompanied by PowerPoint.

4. Final exam (30%)

The final exam will consist in a written research paper on a selected topic within the Art and Cultural Management field.

Readings

- *A European Manual for Cultural Operators: How to Develop a European Cultural Project*, Relais Culture Europe, 2008
- Bourdieu, P. *The Field of Cultural Production: Essays on Art and Literature*, Polity Press, 1993
- Blake, C. N. (ed.), *The Arts of Democracy: Art, Public Culture, and the State*, Woodrow Wilson Center Press, 2007
- Byrnes, W.J., *Management and the Arts* (4th edition), Focal Press, 2008
- Caves, R.E., *Creative Industries: Contracts between Art and Commerce*, Harvard University Press, 2000
- *Green Paper: Unlocking the Potential of Cultural and Creative Industries*, European Commission, 2010
- Hagoort, G. *Art Management Entrepreneurial Style*, Eburon, 2005
- *Project Cycle Management Guidelines*, European Commission, 2004
- *Project Cycle Management Guidelines*, European Commission, 2004
- Rossi, P.H., Lipsey, M. W., Freeman, H. E. *Evaluation: A Systematic Approach* (7th edition), SAGE Publications, 2004
- *The Mobility of Works of Art in Europe*, European Parliament – Policy Department, 2009
- *Understanding International Art Markets and Management* (ed. Lain Robertson), Routledge, 2005

Class Schedule

Class I. - Sep 2

What is Culture?

Introduction to Cultural Management

Readings:

- Bourdieu, P. *The Market of Symbolic Goods*, in: *The Field of Cultural production*, pp. 112-141
- Byrnes, W.J. *Management and the Arts*, chapter 3

Class II. - Sep 9

Creative Industries

Readings:

- Caves, R. E. *Creative Industries: Contracts between Art and Commerce*, pp. 1-51
- Chong, D. *Stakeholder Relationships in Contemporary Art*, in: *Understanding International Art Markets and Management*, pp. 84-99
- *Green Paper: Unlocking the Potential of Cultural and Creative Industries*, European Commission, 2010
- Robertson, L. *The International Art Market*, in: *Understanding International Art Markets and Management*, pp. 13-36

Class III. - Sep 16

Cultural Politics in the United States, Europe and the Czech Republic

Readings:

- Jeffri, J. *Managing Uncertainty: The Visual Art Market for Contemporary Art in the United States*, in: *Understanding International Art Markets and Management*, pp. 125-145
- Zolberg, V. L. *The Happy Few – en Masse: Franco-American Comparisons in Cultural Democratization*, in: *The Arts of Democracy: Art, Public Culture, and the State*, pp. 97-122

Class IV. - Sep 23

Organization, HR

Readings:

- Byrnes, W.J. *Management and the Arts*, chapters 2, 6, 7

Class V. Sep 30

Strategic Planning

Readings:

- Byrnes, W.J. *Management and the Arts*, chapter 5
- Hagoort, G. *Strategy Formation in the Cultural Sector*, in: *Art Management Entrepreneurial Style*, pp. 67-130

Class VI. - Oct 7

Finance and Fundraising

Readings:

- Byrnes, W.J. *Management and the Arts*, chapters 9, 10, 12

Class VII. - Oct 14

PR and Marketing, Audience Development

Readings:

- Byrnes, W.J. *Management and the Arts*, chapter 11

Class VIII. - Oct 21

Legal Issues

Readings:

- Boylan, P. *Art Crime*, in: *Understanding International Art Markets and Management*, pp. 214-227
- Pfister, R. *Tax Matters*, in: *Understanding International Art Markets and Management*, pp. 103-122
- *The Mobility of Works of Art in Europe*, European Parliament

Oct 28 - Mid-term Break

Class IX. - Nov 4

Project Cycle Management I.

Readings:

- *Project Cycle Management Guidelines*, European Commission

Class X. - Nov 11

Project Cycle Management II.

Readings:

- *A European Manual for Cultural Operators: How to Develop a European Cultural Project*, Relais Culture Europe

Class XI. Nov 18

Cultural Projects Evaluation

Readings:

- Rossi, P.H., Lipsey, M. W., Freeman, H. E. *Evaluation: A Systematic Approach*, chapters 1, 6, 7

Class XII. - Nov 25

Design Your Own Project - workshop

Class XIII. - Dec 2

Project presentations

Dec 9 – Final exam