

CULS5303 Cultural Management and Arts Administration
Master of Arts in Cultural Management
The Chinese University of Hong Kong
Term 1, AY2024-25



Instructor: **Benny LIM**
Teaching Assistant (TA): **YU Haoqian**

Wednesdays, 6.45pm to 9.30pm
Hui Yeung Shing Building, HYS G01 (G/F)

*The course is taught in English
(Small group discussions in Cantonese and Putonghua are allowed)*

Please email to make an appointment for face-to-face or Zoom consultations

COURSE INFORMATION AND LEARNING OUTCOMES

This practice-based course is designed to introduce students to the principles, theories, and practices of various management issues in arts organizations, such as strategic management, human resource management, financial management, public relations and marketing management, management ethics, and so on. Application of management concepts and principles in performing, visual, and film/video arts organizations will be highlighted. Students are encouraged to evaluate the concepts and principles to their work environments and/or areas of interest in the cultural and creative industries. Students should note that this course is carried out through various modalities, namely, lectures, seminars, consultations, and discussions.

At the end of the course, students will be able to:

1. Understand the concept of cultural mediation in relation to cultural management and arts administration.
2. Apply a range of management concepts and practices in the day-to-day work of cultural managers and arts administrators.
3. Develop (and create) strategic and financial plans for arts and cultural organizations.
4. Critically assess the effectiveness of management styles/ practices of arts and cultural organizations.

CLASS SCHEDULE

Week 1: 4th September 2024

Course Introduction | Let's talk about Cultural Management | Creative Industries in the Unequal World (1)

Week 2: 11th September 2024

Creative Industries in the Unequal World (2) | Cultural Mediation and the Practice of Arts Management

Week 3: 18th September 2024

Public Holiday – The Day After Mid-Autumn Festival

Week 4: 25th September 2024

Strategic Planning of Cultural Organizations

Week 5: 2nd October 2024

Review of Strategic Plans | Project Discussion (1)

Week 6: 9th October 2024

Human Resource Management in the Arts

Week 7: 16th October 2024

Artist Management, Career Development, and Succession Planning

Week 8: 23rd October 2024

Seminar on Cultural Leadership

>> Note: Week 8 is project consultation week (each group is assigned 30 minutes)

Week 9: 30th October 2024

Financial Management in Cultural Organizations

Week 10: 6th November 2024

No class – Academic Exchange

Week 11: 13th November 2024

Review of Financial Reports | Project Discussions (2)

Week 12: 20th November 2024

Marketing and Communication in Cultural Organizations (1)

Week 13: 27th November 2024

Marketing and Communication in Cultural Organizations (2) | Change Management

>> Note: Week 13 is project consultation week (each group is assigned 30 minutes)

Week 14: 4th December 2024

Final Project Presentation

READINGS (please read before class)

- Week 1 Anderton, M., & Pick, J. (2002), Chapter 1
 Byrnes, W.J. (2022), Chapter 1
 DeVereaux, C. (2018). Cultural Management and Its Discontents. In *Arts and Cultural Management* (pp. 187-204). Routledge.
- Week 2 Byrnes, W.J. (2022), Chapter 2
 Chong, D. (2010), Chapter 1
 DeVereaux, C. (2019). Arts Management: reflections on role, purpose, and the complications of existence. In *The Routledge Companion to Arts Management* (pp. 15-25). Routledge.

Week 4	Byrnes, W.J. (2022), <u>Chapter 4</u> Kaiser, M. M., & Egan, B. E. (2013), <u>Chapter 10</u>
Week 5	Lambert, R. (2019). <u>Alignment: The nexus of effective strategic planning</u> . In <i>The Routledge companion to arts management</i> (pp. 330-347). Routledge.
Week 6	Byrnes, W.J. (2022), <u>Chapters 5 & 6</u> Walter, C. (2015), <u>Chapter 9</u>
Week 7	Opara, S. C., Stanton, P., & Wahed, W. (2019). <u>For love or money: human resource management in the performing arts</u> . <i>Employee Relations: The International Journal</i> , 41(6), 1451-1466. Walter, C. (2015), <u>Chapter 14</u>
Week 8	Parker, R. (2019). <u>Leading change: Two executive leadership transitions through the lens of cognitive restructuring</u> . In <i>The Routledge companion to arts management</i> (pp. 138-154). Routledge.
Week 9	Byrnes, W.J. (2022), <u>Chapter 8</u> Kaiser, M. M., & Egan, B. E. (2013), <u>Chapters 6 & 7</u>
Week 11	Chong, D. (2010), <u>Chapter 2</u>
Week 12	Hill, O'Sullivan, & O'Sullivan (2017) – <u>Chapters 1, 8, 9</u> Kaiser, M. M., & Egan, B. E. (2013), <u>Chapter 3</u>
Week 13	Walmsley, B. (2019). <u>Managing change and the implications for leadership</u> . In <i>The Routledge companion to arts management</i> (pp. 330-347). Routledge.

COURSE ASSESSMENTS

Class Attendance and Participation (20%)

Attendance from Weeks 3 to 12 (10 weeks) – 5%

Class Participation/Group Participation – 15%

Reflection Journals (25%)

This is an individual assignment. Each student is required to produce two reflection journals: (1) reflection on the cultural leadership seminar (2) reflection on personal development as a cultural manager and arts administrator.

Each reflection journal should be around 1000-1200 words (in English only). Students can submit the journals (submit both reflection journals as ONE document) onto Veriguide anytime during the term so as long it is before **2359hrs of the 15th November 2024**. Signed Veriguide forms should be emailed to the instructor and TA.

Marketing Plan (20%)

This is an individual assignment. Produce a marketing plan for an upcoming cultural event in Hong Kong. The marketing plan should include ONE media release written to a specific local media outlet. There is no word limit for this assignment, but keep the plan to a maximum of 7-pages. You may enhance your marketing plan with visuals. Hardcopy submission: **4th December 2024 (in class)**

Summative Assessment: Final Project (35%)

This is a group project. In your groups,

- Develop a 3-year strategic plan for a new cultural organization of your preference.
- Explain the organizational structure/design and the human resource plans.
- Produce a financial document outlining the key income and expenditure items for the first year (provide brief comments/ remarks).

The project is due on **13th December 2024 (2359hrs)** via email to the instructor. Prior to the submission, groups are required to present the key points of the project in class on the **4th December 2024**. Each group is allocated a 15 minutes (max) with an additional of a 5-minute Q&A/Comments.

REFERENCES

Anderton, M., & Pick, J. (2002). *Arts Administration*. Routledge.

Byrnes, W.J. (2022). *Management and the Arts* (6th Edition). Routledge.

Chong, D. (2010). *Arts management*. Routledge.

Hill, E., O'Sullivan, T., & O'Sullivan, C. (2017). *Creative arts marketing* (3rd Edition). Routledge.

Kaiser, M. M., & Egan, B. E. (2013). *The Cycle: A Practical Approach to Managing Arts Organizations*. Brandeis University Press.

Walter, C. (2015). *Arts management: an entrepreneurial approach*. Routledge.

Additional Readings will be uploaded onto Blackboard

HONESTY IN ACADEMIC WORK: A GUIDE FOR STUDENTS AND TEACHERS

The Chinese University of Hong Kong places very high importance on honesty in academic work submitted by students, and adopts a policy of zero tolerance on cheating and plagiarism. Any related offence will lead to disciplinary action including termination of studies at the University. All student assignments in undergraduate and postgraduate programmes should be submitted via VeriGuide with effect from September 2008:
http://veriguide1.cse.cuhk.edu.hk/portal/plagiarism_detection/index.jsp

Although cases of cheating or plagiarism are rare at the University, everyone should make himself/herself familiar with the content of this website and thereby help avoid any practice that would not be acceptable.

Section 1 What is plagiarism

[http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_\(2013-14\)/p01.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p01.htm)

Section 2 Proper use of source material

[http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_\(2013-14\)/p02.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p02.htm)

Section 3 Citation styles

[http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_\(2013-14\)/p03.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p03.htm)

Section 4 Plagiarism and copyright violation

[http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_\(2013-14\)/p04.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p04.htm)

Section 5 CUHK regulations on honesty in academic work

[http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_\(2013-14\)/p05.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p05.htm)

Section 6 CUHK disciplinary guidelines and procedures

[http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_\(2013-14\)/p06.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p06.htm)

Section 7 Guide for teachers and departments

[http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_\(2013-14\)/p07.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p07.htm)

Section 8 Recommended material to be included in course outlines

[http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_\(2013-14\)/p08.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p08.htm)

Section 9 Electronic submission of assignments via VeriGuide

[http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_\(2013-14\)/p09.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p09.htm)

Section 10 Declaration to be included in assignments

[http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_\(2013-14\)/p10.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p10.htm)