

CULS 5320 Special Topics in Cultural Management II -  
Organization Development and Marketing in the Arts  
Master of Arts in Cultural Management  
The Chinese University of Hong Kong  
Term 1, AY 2024-25

Instructors:  
Meggy CHENG /  
Rebecca CHOU /

Teaching Assistant (TA): [TBC]

Schedule: Saturdays, 10.30am to 1.15pm  
Venue: CKBU G04

The course is taught in English

COURSE DESCRIPTION AND LEARNING OUTCOMES

This co-taught course has two main parts: Organizational Development and Arts Marketing.

The first part focuses on Organization Development, providing a comprehensive understanding of essential management principles, topics including strategic management, organization management, change management, people management, leadership and communication, business planning and development for arts will be discussed with practical cases. By applying the management principles, students will learn how to formulate strategies in response to the fast changing and competitive environment, creating greater value for the arts organizations.

The second part focuses on Art Marketing, where students will be exposed to various theories and principles in marketing and branding strategies, partnership and development, cultural tourism, innovation and cultural IP, presented with practical cases relevant in performing arts and visual arts, as well as arts and commercial sectors. Critical thinking process and proactive discussions will be key components for this course.

Collectively, both parts prepare Cultural Management students for the growing needs of leaders and marketers in the creative industries.

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

1. Explain the core concepts in organization development and marketing
2. Identify key strategic issues, formulate and implement relevant strategies to meet future challenges
3. Gain a broad understanding of core marketing disciplines from both the art and commercial sectors
4. Demonstrate analytical and problem solving skills
5. Equip with effective communications skills

### SCHEDULE

Week	Date	Topic	Instructor
1	11 Jan	Introduction of Organizational Management and Art Marketing	Meggy and Rebecca
2	18 Jan	Marketing and Branding Strategies	Meggy
3	25 Jan	Organization Management	Rebecca
4	1 Feb	OFF	-
5	8 Feb	Strategic Management	Rebecca
6	15 Feb	People Management	Rebecca
7	22 Feb	Leadership and Communication	Rebecca
8	1 Mar	Business Planning and Development for Arts	Rebecca
9	8 Mar	Change Management	Rebecca
10	15 Mar	Performing Arts and Visual Arts Marketing	Meggy
11	22 Mar	Partnership and Development (with Guest Speaker)	Meggy

12	29 Mar	Cultural Tourism and Destination Marketing	Meggy
13	5 Apr	Innovation and Cultural IP	Meggy
14	12 Apr	Final Presentation	Meggy and Rebecca

### READINGS

Readings listed below are for reference only. Specific articles and pages for readings might be assigned in class for group discussion. The course contents and schedule are provisional and are subject to change according to guest speaker planning.

For Organizational Development:

Management and the Arts

Bynes, William J. Focal Press, Taylor & Francis Group. New York & London. (2022) (Sixth Edition)

*Additional readings will be announced.*

For Art Marketing:

Creative Arts Marketing

Hill, E., O'Sullivan, C., O'Sullivan, T., & Whitehead, B. (2018). Creative arts marketing (Third edition.). Routledge.

The Routledge Companion to Arts Marketing

O'Reilly, Daragh, ed. The Routledge Companion to Arts Marketing. Abingdon, Oxon ;; Routledge, 2014.

Art Marketing

Jurénienè, Virginija, ed. Art Marketing. New York: Nova Science Publishers, 2020.

Arts and Business Building a Common Ground for Understanding Society

Raviola, Elena, and Peter Zackariasson, eds. Arts and Business : Building a Common Ground for Understanding Society. New York: Routledge, 2017.

Art and Business Perspectives on Art-based Management

Masè, Stefania. Art and Business : Perspectives on Art-Based Management. 1st ed. 2020. Cham: Springer International Publishing, 2020.

Innovation in the Arts

Concepts, Theories, and Practices

White, Jason C. Innovation in the Arts : Concepts, Theories, and Practices. Abingdon, Oxon: Routledge, 2023.

## COURSE ASSESSMENT

### **Class Attendance and Participation (20%)**

### **Individual Assignments (60%)**

[For Organizational Development] - Submit TWO reflections on self selected topics, written in either English (1,000 - 1,500 words) or Chinese (2,000 - 2,500 words). (30%)

Choose a specific topic or concept discussed in the lectures and write a reflection on key learnings and discuss their importance in the context of management practices. Select a topic that is relevant and applicable to your work environment or resonated with you. Consider the new insights, perspectives, skills you acquired, potential impact of the learnings on your professional development, provide specific examples or scenarios to support the reflections.

[For Arts Marketing] - Submit ONE short essay written in either English (2,000-2,500 words) or Chinese (3,000 - 3,500 words) (30%)

Propose a collaboration between one commercial brand and one art organization/cultural institution/venue, explain in detail the marketing strategies based on the learnt theories and framework, with budget, timeline and desired outcome. Students are recommended to explore the innovative use of technology that helps create an unconventional audience experience, and/or, the potential to formulate into a cultural IP.

It is important to give each essay a suitable title. Please follow the University citation guideline and at least 5 citations are required.

Students can submit the essays (as one document) onto Veriguide anytime during the term so long as it is before 2359hrs of the 18 April 2024 (Friday). Signed Veriguide forms should be emailed to the instructor and TA.

### **Group Presentation (20%)**

To form a group of 3-4, each group is expected to select an arts organization and study its strategies in organizational development and marketing. Identify the key strategic issues, challenges and opportunities it faces. Students are expected to gather relevant and in-depth information and formulate concrete recommendations.

The project should include (but not limited) to the following:

- Background and Introduction
- Literature review
- Methodology
- Challenges and Opportunities
- Findings and Analyses
- Recommendations and Implications

Each group will be given 15 - 20 minutes to present, with an additional 5-minute Q&A/Comments. Presentations must be conducted in English

### 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 offense 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](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\\_hkm\\_files\\_\(2013-14\)/p01.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_hkm_files_(2013-14)/p01.htm)

Section 2 Proper use of source material

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_hkm\\_files\\_\(2013-14\)/p02.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_hkm_files_(2013-14)/p02.htm)

Section 3 Citation styles

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_hkm\\_files\\_\(2013-14\)/p03.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_hkm_files_(2013-14)/p03.htm)

Section 4 Plagiarism and copyright violation

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_hkm\\_files\\_\(2013-14\)/p04.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_hkm_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)