



APPLIES TO ACADEMIC YEAR 2013/2014

KLS 3551 Arts Leadership

Programme

Bachelor of Arts Management (2. year)

Responsible for the course

Donatella de Paoli

Department

Department of Communication - Culture and Languages

Term

According to study plan

ECTS Credits

7,5

Language of instruction

Norwegian

Introduction

Organizations in the arts- and cultural field have many types of challenges, both when it comes to finding relevant performance measures, fulfilling expectations from the wider environment, developing good structures, stimulating creative processes and developing leadership. This course meets these challenges by taking the five most common organizational forms in the arts and culture as a starting point for developing relevant models for organization and leadership. These forms are 1) art institutions, 2) artistic groups, 3) festivals, 4) freelancers, and 5) networks. These organization forms in the arts and cultural field are described and analyzed from the perspective of international research and knowledge about art and cultural organizations and general organizational and leadership theory.

Learning outcome

Acquired knowledge

The student must gain insight and knowledge in how to organize and lead artistic production based on the situation, so-called contingency theory on leadership and organization. Students must also comprehend the history of different organizational forms, the environment, performances, organizational structures, processes, leadership and organizational culture. Moreover, throughout the course the students will learn to develop a professional attitude to handle organizational and leadership challenges in the arts and cultural field.

Acquired skills

The student must develop reflective and analytical abilities related to the organization and leadership of artistic production and also be open to different ways of organizing and managing artistic and cultural tasks dependant on the situation. Throughout the course students

must reveal leadership and organizational challenges in the arts and cultural field and find ways to solve these by using knowledge, theories and models. They must also be able to take decisions on functional and effective organizational and leadership forms for the kind of goals, activities and tasks art and cultural organization have. Students will learn to be conscious of their own behaviour and the requirements related to effective group work through working in project groups throughout the semester.

Reflection

The course will develop respect and tolerance for different artistic attitudes and values across different art and cultural fields and promote a professional relation to managing organizational and leadership challenges in the arts.

Prerequisites

None.

Compulsory reading

Books:

Caust, Jo, ed. 2012. Arts leadership : international case studies. Tilde Publishing. 252 sider
 Elstad, Beate og Donatella De Paoli. 2014. Organisering og ledelse av kunst og kultur. Cappelen Damm akademisk. Hele boken er pensum
 Grund, Jan. 2008. Kulturpolitikk er kunst. Universitetsforlaget. s141-173

Recommended reading

Books:

Byrnes, William J. 2008. Management and the arts. 4th ed. Focal Press. 463
 Chong, Derrick. 2010. Arts management. 2nd ed. Routledge
 Hagoort, Giep, Aukje Thomassen, Rene Kooyman (Red.). 2012. Pioneering minds worldwide : on the entrepreneurial principles of the cultural and creative industries. Eburon Publishers. 280 sider

Course outline

- Leadership and organizational challenges in the arts- and cultural field
- Art leadership
- Art and culture in leadership and management
- Presentation of the RESPLO-model - performance - environment - structure - processes - leadership
- Public management of art institutions
- Art institutions - 'The factory'
- Artistic and cultural groups - 'The garage'
- Art- and cultural events - 'The festival'
- Independent artists - 'Free space'
- Network - 'Nomade camp'

Computer-based tools

There will be no specific use of IT-programs in the course.

Learning process and workload

The course will be run as a mixture of lectures, project work in groups, project presentations and group counselling in the auditorium. The course content is theoretically based.

Coursework requirements

A draft of the project work has to be presented in the class in the middle of the semester. All members of project groups have to participate.

Recommended use of time in the course:

Activity	Time
Participation lectures	30
Presentation in and feedback on project work in class	15

Preparation for lectures	35
Reading literature	60
Examination/Project work	60
Total recommended use of time	200

Use of hours

Lectures	:	30 timer
Presentation and feedback of project work in class:		15 timer
Total use of resources:		45 timer

Coursework requirements

Presentation of an overall plan for the project work in the classroom is obligatory halfway in the semester. All members in the group have to participate. The examination paper can only be handed in after an accepted obligatory presentation in the class.

Examination

The examination is a project report written by groups of up to 3 students; it counts 100% towards the grade. The project work needs to be based on an organization in the arts and culture or relevant practical themes about the organization and leadership of art and culture.

Examination code(s)

KLS 35511 Project Paper, counts 100% towards the grade in the course Art Leadership, 7,5 ECTS credits.

Examination support materials

All support materials are allowed.

Re-sit examination

A re-sit is held in connection with the next ordinary course.

Students that have not passed the coursework requirements must retake the coursework during the next scheduled course.

Students that have not passed the examination or who wish to improve their grade must retake the examination in connection with the next scheduled course.

Additional information