KLS 3551 Arts Leadership

Programme
Bachelor of Arts Management (1. year), Bachelor of Arts Management (2. year)

Responsible for the course
Christian Winther Farstad

Department
Department of Communication and Culture

Term
According to study plan

ECTS Credits
7,5

Language of instruction
Norwegian

Introduction
Cultural organisations experience stricter requirements today than before. Consequently, cultural management has become a separate subject to describe more specific challenges and opportunities for leaders in the field of culture.

Based on general management and organisational theory, research and knowledge the course focus on several challenges related to cultural management. How to combine artistic ambition and financial management? How to Succeed with interdisciplinary collaboration? How to lead employees with high demands for autonomy? How to combine innovation and risk with performance requirements? Creating effective groups for creative processes? How to succeed as a freelancer? How to create growth based on voluntary labor? These are met on the basis of six of the most prevalent forms of organization in the field of culture 1) institutions 2) groups 3) events 4) Freelancers 5) network 6) production.

Learning outcome
Acquired Knowledge
Students will acquire knowledge of how the most prevalent forms of organization in the field of culture is different in relation to the management, structure, results, processes and environments. Furthermore, the student will acquire basic knowledge about management and how different types of management produces results in cultural field.

Acquired Skills
Students will acquire skills to analyze cultural organizations to describe how they are managed, how they are structured, what is most critical for performance, which processes they create, and how they are affected by and adapts to the environment. Students will specifically acquire skills to uncover challenges with management and organization of cultural organizations. By applying theories and models from the course, students will be able to propose improvements to increase performance in the organization.

Reflection
Students will develop respect and tolerance for different artistic attitudes and values. Students should especially be able to reflect how the tension between the artistic and the economic creates challenges when results are to be produced. Based on this, students also will develop a basic respect and tolerance for different beliefs and values within management.

Prerequisites
No particular prerequisites.

Compulsory reading
Books:
Elstad, Beate og Donatella De Paoli. 2014. Organisering og ledelse av kunst og kultur. 2. utg. Cappelen Damm akademisk. Hele boken er pensum

Collection of articles:
Farstad, Christian W.. 2015. Artikkelsamling for KLS 3551 Kulturledelse. Handelshøyskolen BI

Recommended reading
Books:
Byrnes, William J. 2014. Management and the arts. 5th ed. Taylor & Francis. 463
Caust, Jo, ed. 2012. Arts leadership : international case studies. Tilde Publishing

Chong, Derrick. 2010. Arts management. 2nd ed. Routledge
Hagoort, Giep, Aukje Thomassen, Rene Kooyman, eds. 2012. Pioneering minds worldwide : on the entrepreneurial principles of the cultural and creative industries. Eburon Publishers. 280 s

Course outline
- Challenges for management and organization in the field of culture
- RESPLO: How to understand the Results, Environment, Structure, Processes and management in the cultural field?
- Culture Management
- Institutions - "Art Factory"
- Groups - "Verktstedet"
- Events - "Festival"
- Freelancers - "Free space"
- Network - "Nomadic camp"
- Production - "Project"

Computer-based tools
No specified computer-based tools are required.

Learning process and workload
The course consists of a mix of both theoretical and practical lectures and case-based group work. Coursework requirements will be given with relevance to project assignment.

Recommended workload in the course:

Activity	Use of hours
Participation in lectures	36
Course work requrements in groups	14
Preparation lessons, self-study	70
Project / examination	80
Recommended hours in total	**200**

Use of hours
36 hours - Lectures
 9 hours - Feedback and guidance to course work requirements
45 hours in total

Coursework requirements
In order to deliver the final project, two coursework requirements must be approved. The purpose of the work requirements is to approve student groups' progression in the project assignment. At the same time, coursework requirements is a tool for feedback and guidance for student groups up to examination. Both coursework requirements will consist of a short presentation and written submission (3 pages).

Both coursework requirements is assessed as pass / fail.

Examination
A project paper which counts 100% of final grade concludes the course. The paper may be solved individually or in grops of up to three students.

Examination code(s)
KLS 35511 - Project paper, count 100% to obtain final grade in the course KLS 3551 Arts Leadership av karakteren, 7.5 credits.

Examination support materials
All support materials allowed.

Re-sit examination
Re-sit is offered at the next scheduled course.

Students who have not passed the coursework requirements can not deliver exam. These must take the course again next scheduled course.

Students who have not passed the exam (project) or who wish to improve their grade must retake the exam at the scheduled course.

Additional information