

Subject card

Subject name and code	Contemporary European Models for Cultural Management and Promotion, PG_00145083						
Field of study	Management of Artistic Institutions						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2026/2027		
Education level	Bachelor's studies		Subject group		Obligatory subject group in the field of study Optional subject group Humanistic-social subject group Subject group related to practical vocational preparation		
Mode of study	full-time studies		Mode of delivery		at the university		
Year of study	2		Language of instruction		Polish		
Semester of study	3		ECTS credits		3.0		
Learning profile	practical		Assessment form				
Conducting unit	Division of Research into the Performing Arts -> Institute of English and American Studies -> Faculty of Languages -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Agnieszka Żukowska				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	0.0	0.0	0.0	0.0	30
	E-learning hours included: 0.0						
Learning activity and number of study hours	Learning activity	Participation in didactic classes included in study plan		Participation in consultation hours		Self-study	SUM
	Number of study hours	30		2.0		43.0	75
Subject objectives	The aim of the course is to provide students with knowledge about different models of European cultural management linked to difference in cultural policy models; to offer insight and skills in the practice of cultural management. This is achieved through the study of theories, processes, and practices including strategic planning and decision-making in arts organizations today. The focus is on the practice of ethically based management and effective leadership as it applies to a range of organizational styles in the arts, considering and comparing the organisations from all three sectors.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZIAL3_W03] They possess detailed knowledge of specific topics within arts studies, management and quality studies, literary studies, as well as auxiliary and related studies, with a focus on practical applications in managerial and/or artistic activity.	Has detailed knowledge of selected issues related to the latest European models for managing and promoting culture, with a focus on practical applications in managerial activity.	[SW4] test/exam - oral or written [SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report
	[ZIAL3_W06] They are acquainted with the relationships and interdependencies between theoretical and practical aspects within their chosen specialty in the field of arts management, applying this knowledge in managerial tasks and/or the implementation of artistic projects.	Is acquainted with the relationships and interdependencies between theoretical and practical aspects within the latest European models for managing and promoting culture, applying this knowledge in managerial tasks.	[SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report
	[ZIAL3_W08] They are acquainted with the fundamental economic, legal, ethical, and social determinants of managerial activity in the arts and culture sector and/or the practice of the artist's profession.	Is acquainted with the fundamental economic, legal, ethical, and social determinants of the latest European models for managing and promoting culture.	[SW4] test/exam - oral or written [SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report
	[ZIAL3_K05] They are ready to fulfill professional roles responsibly and adhere to and promote principles of professional ethics in their managerial and/or artistic activity.	Is ready to fulfill professional roles responsibly and adhere to and promote principles of professional ethics in managing and promoting culture.	[SK1] oral statement/conversation/ discussion
	[ZIAL3_U07] They have organizational skills that allow for the planning and execution of individual and team tasks associated with managing arts and cultural institutions and/or realizing artistic projects.	Has organizational skills, including those making possible effective leadership, that allow for the planning and execution of individual and team tasks associated with managing arts and cultural institutions in the three sectors.	[SU1] oral statement/conversation/ discussion
	[ZIAL3_W10] They are familiar with the methodologies, standards, procedures, and best practices utilized in arts and cultural institutions, and they apply this knowledge in managerial and/or artistic activity.	Is familiar with the methodologies, standards, procedures, and best practices utilized in European arts and cultural institutions in the three sectors, and applies this knowledge in managerial activity.	[SW1] oral statement/ conversation/discussion
	[ZIAL3_W11] They know and understand the fundamental dilemmas of contemporary civilization regarding the functioning of art, the management of arts and cultural institutions, and the practice of the artist's profession.	Knows and understands the fundamental dilemmas of contemporary civilization regarding the functioning of art in different cultural policy models, the management of arts and cultural institutions in all three sectors, and the practice of the artist's profession.	[SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report
	[ZIAL3_K02] They are prepared to implement their knowledge of fields such as arts studies and management and quality studies; they are willing to seek expert opinions when implementing managerial and/or artistic tasks, whether those tasks are self-defined or assigned by others.	Is prepared to implement his/her knowledge of the latest European models for managing and promoting culture; is willing to seek expert opinions when implementing managerial tasks, whether those tasks are self-defined or assigned by others.	[SK1] oral statement/conversation/ discussion [SK2] presentation/project/paper/ report
	[ZIAL3_K04] They are prepared to make independent decisions, critically assess their own actions, those of the teams they lead, and the organizations they are involved in. They are ready to take responsibility for the consequences of these actions, particularly in their managerial and/or artistic activity.	Is prepared to make independent decisions, critically assess his/her own actions, those of the teams he/she leads, and the organizations he/she is involved in; is ready to take responsibility for the consequences of these actions, particularly in his/her managerial activity, taking into consideration a range of organizational styles in the arts.	[SK1] oral statement/conversation/ discussion

	<table><tr><th>Course outcome</th><th>Subject outcome</th><th>Method of verification</th></tr><tr><td>[ZIAL3_U01] They are able to apply their knowledge of arts studies, management and quality studies, and literary studies to solve cognitive problems and carry out professional tasks in managing arts and cultural institutions, and/or in realizing their own artistic designs, particularly in stage practice, selecting appropriate methods and tools.</td><td>Is able to apply his/her knowledge of the latest European models for managing and promoting culture to solve cognitive problems and carry out professional tasks in managing arts and cultural institutions, selecting appropriate methods and tools.</td><td>[SU1] oral statement/conversation/discussion</td></tr></table>	Course outcome	Subject outcome	Method of verification	[ZIAL3_U01] They are able to apply their knowledge of arts studies, management and quality studies, and literary studies to solve cognitive problems and carry out professional tasks in managing arts and cultural institutions, and/or in realizing their own artistic designs, particularly in stage practice, selecting appropriate methods and tools.	Is able to apply his/her knowledge of the latest European models for managing and promoting culture to solve cognitive problems and carry out professional tasks in managing arts and cultural institutions, selecting appropriate methods and tools.	[SU1] oral statement/conversation/discussion			
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Subject contents	1. Introduction to cultural management in a European context (management as a process, nature and logics; management in different cultural contexts); 2. Profession of Cultural Manager in contemporary Europe (from non-profit context to creative industries); 3. Ethics and values of cultural management (liberal model, national emancipatory model, model of public interest; transitional model); 4. Management functions: PAEI-S (responding to a questionnaire); 5. Socio-cultural cycle; art branch management (Task 1, plus selection of the cultural institution for future analysis); 6. Organizational development and capacity building of art organizations (strategic analysis - SWOT; Genealogical analysis; Mapping, Positioning); 7. Philosophy of organization (from entrepreneurial to activist organisation), mission, vision and strategic goals; 8. Scenarios of the future and types of strategies (Task 2); 9. Programming, planning and decision-making process; 10. Public relations in cultural organisations; 11. Marketing mix for cultural projects and products; 12. Promotional tools advertising and viral marketing (Task 3); 13. Organizational cultures and organizational memory; 14. Methods of evaluation (programming effects and impact; strategic plan evaluation, etc.); 15. Open debate on critical ethical issues in cultural management.									
Prerequisites and co-requisites	Choice of the managerial specialization. In justified cases, the lecturer may decide otherwise.									
Assessment methods and criteria	<table><tr><th>Subject passing criteria</th><th>Passing threshold</th><th>Percentage of the final grade</th></tr><tr><td>oral presentations with PPT</td><td>51.0%</td><td>60.0%</td></tr><tr><td>written or oral end-term test</td><td>51.0%</td><td>40.0%</td></tr></table>	Subject passing criteria	Passing threshold	Percentage of the final grade	oral presentations with PPT	51.0%	60.0%	written or oral end-term test	51.0%	40.0%
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Recommended reading	Basic literature	• Dragičević Šešić, M. & Stojković B. (2010; 2011 two editions) <i>Kultura: zarządzanie, animacja, marketing</i>, Narodowe Centrum Kultury, Warszawa. • Byrnes W. & Brkić A. (2020) <i>The Routledge Companion to Arts Management</i>, 2020, London and New York: Routledge. • Dragicevic Sesic, M. & Dragojevic, S. (2005) <i>Arts management in turbulent times: adaptable quality management</i>, Amsterdam: European Cultural Foundation, Boekmanstichtung. • Varbanova, L (2015) <i>ZARZĄDZANIE STRATEGICZNE W KULTURZE</i>, Warszawa: NCK. The lecturer updates the reading list at the start of the semester.
	Supplementary literature	• Wojnar Katarzyna (2016) <i>Polska klasa kreatywna</i>, NCK Warszawa. • David Throsby (2012) <i>Ekonomia i kultura</i>, NCK Warszawa. The lecturer updates the reading list at the start of the semester.
	eResources addresses	
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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