University of Gdańsk

Subject card

Subject name and code	Introduction to Management of Cultural Organizations, PG_00166647						
Field of study	Cultural Communication						
Date of commencement of studies	October 2025		Academic year of realisation of subject	2027/2028			
Education level	Bachelor's studies		Subject group	Obligatory subject group in the field of study Humanistic-social subject group			
Mode of study	full-time studies		Mode of delivery	at the university			
Year of study	3		Language of instruction	English			
Semester of study	5		ECTS credits	2.0			
Learning profile	academic		Assessment form	credit			
Conducting unit							
Name and surname of lecturer (lecturers)	Subject supervisor		dr Roksana Zgierska				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	15.0	0.0	0.0	0.0	0.0	15
	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	15		1.0	34.0	50	
Subject objectives	The aim of the course *Introduction to Management of Cultural Organizations* is to introduce students to the key concepts, structures, and challenges involved in the functioning of cultural institutions and initiatives in both local and international contexts. The course develops students ability to think analytically about the cultural sector and encourages active engagement in cultural life. Students will explore various models of management, sources of funding, methods of audience needs assessment, and the basics of strategic and operational planning. Special emphasis is placed on the practical aspects of cultural work, including project planning, teamwork, communication, and ethical responsibility. The course prepares students to take on meaningful roles in cultural projects and organizations, equipping them for future professional or community-based cultural involvement.						

Learning outcomes

Course outcome	Subject outcome	Method of verification
[CCL3_K05] The graduate is ready to think and act in an entrepreneurial manner in and to responsibly perform professional roles in various spheres of professional activities related to culture or the use of English.	Student is ready to think and act in an entrepreneurial manner and to responsibly fulfil professional roles in various areas of activity related to culture, cultural project management, and the use of the English language in professional settings.	[SK2] presentation/project/paper/ report [SK5] implementation of a problem task [SK6] demonstration of practical skills [SK8] observation of student's independent or team work
[CCL3_W18] The graduate knows and understands the fundamental dilemmas of modern civilization in the context of issues related to contemporary culture and intercultural dialogue.	Student knows and understands the fundamental dilemmas of contemporary civilization in the context of issues related to contemporary culture and intercultural dialogue.	[SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report [SW3] text preparation/written work
[CCL3_U13] The graduate is able to interact with others and plan and organize individual and team work when performing tasks in the study program and in professional work.	Student is able to collaborate with others and to plan and organise both individual and team work when carrying out tasks related to the study programme and professional activities in the field of culture and culture communication.	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU5] implementation of a problem task [SU8] observation of student's independent or team work
[CCL3_U07] The graduate is able to use knowledge of selected issues in the social sciences of intercultural communication and management of cultural projects and organizations.	Student is able to apply knowledge from selected areas of the social sciences – particularly intercultural communication and the management of cultural projects and organizations – in practical activities.	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU3] text preparation/written work [SU5] implementation of a problem task
[CCL3_K04] The graduate is ready to engage in social and professional life, including undertaking and co-organizing activities for the benefit of the social environment, also using the knowledge and skills of intercultural communication	Student is prepared to engage in social and professional life, including initiating and co-organising activities for the benefit of the community, while using their knowledge and skills in intercultural communication.	[SK1] oral statement/conversation/ discussion [SK5] implementation of a problem task [SK6] demonstration of practical skills
[CCL3_K01] The graduate is ready to critically assess the extent of his/her knowledge and skills, including cultural studies, literary studies and linguistics in relation to intercultural dialogue.	Student is ready to critically assess the scope of their knowledge and skills – particularly in cultural studies, literary studies, and linguistics – in the context of intercultural dialogue and their relevance to the management of cultural organizations.	[SK1] oral statement/conversation/ discussion [SK3] text preparation/written work [SK6] demonstration of practical skills [SK8] observation of student's independent or team work
[CCL3_K02] The graduate is ready to recognize the importance of knowledge and skills, including cultural studies, literary studies and linguistics, in solving cognitive and practical problems, and is ready to consult a research supervisor or workplace mentor in case of difficulties in solving these problems independently	Student is ready to recognise the importance of knowledge and skills – especially from cultural studies, literary studies, linguistics, and the social sciences – in solving cognitive and practical problems arising in the management of cultural organizations and culture communication activities, and to seek guidance from an academic or workplace supervisor when independent resolution proves difficult.	[SK1] oral statement/conversation/ discussion [SK2] presentation/project/paper/ report [SK5] implementation of a problem task [SK6] demonstration of practical skills [SK8] observation of student's independent or team work
[CCL3_K03] The graduate is ready to make decisions independently and to critically evaluate and accept responsibility for the consequences of his/her own actions and the actions of the teams in which he/she participates, in particular during the performance of tasks in the study programme and in his/her professional work.	Student is ready to make independent decisions, critically assess situations, and take responsibility for the outcomes of their own actions as well as those of the teams they are part of – especially when carrying out tasks related to the study programme and professional activities in the field of culture and culture communication.	[SK1] oral statement/conversation/ discussion [SK5] implementation of a problem task [SK8] observation of student's independent or team work
[CCL3_W17] The graduate knows and understands selected issues in the social sciences in relation to intercultural communication and management of cultural projects and organizations	Student knows and understands selected issues in the social sciences in relation to intercultural communication and the management of cultural projects and organizations.	[SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report [SW3] text preparation/written work

Course outcome	Subject outcome	Method of verification
[CCL3_W19] The graduate knows and understands the basic conditions (e.g., economic, legal, ethical or social) of professional activities related to culture or the use of English, including the basic principles of creation and development of various forms of entrepreneurship.	Student knows and understands the basic economic, legal, ethical, and social conditions of professional activity in the cultural sector, including the fundamental principles of creating and developing various forms of entrepreneurship in the field of culture.	[SW1] oral statement/ conversation/discussion [SW3] text preparation/written work [SW5] implementation of a problem task
[CCL3_U10] The graduate is able to communicate in English selected issues in the social sciences on intercultural communication and management of cultural projects and organizations.	Student is able to communicate in English selected topics in the social sciences related to intercultural communication and the management of cultural projects and organizations.	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU3] text preparation/written work

Subject contents

Introduction to management in the cultural sector

- key concepts and the scope of cultural management
- the specific nature of cultural organizations in comparison to other institutions

Typologies and structures of cultural organizations

- public institutions, NGOs, grassroots and independent initiatives
- temporary projects vs. permanent organizations

Basics of strategic and operational planning

- formulating mission and vision statements
- needs and resource analysis, setting goals
- planning phases of action

Sources of funding for cultural activity

- public and private funding, grants, patronage
- budgeting and fundamentals of cultural economics

Law and ethics in cultural work

- basics of copyright and organizational law
- social responsibility, accessibility, inclusivity

Team management and stakeholder cooperation

- organizational roles, leadership, volunteer coordination
- working with stakeholders and building partnerships

Communication in cultural projects

- internal and external communication
- designing communication strategies for specific audiences

Audience needs assessment and offer design

- methods for identifying social and cultural needs
- designing user experience and planning with design thinking tools

Project evaluation and post-project actions

- evaluating outcomes and impact
- reporting and learning from experience

Case studies and analysis of selected organizations

- examples of local and international cultural institutions
- identifying challenges, successes, and good practices

Prerequisites and co-requisites

Assessment methods and criteria

Subject passing criteria	Passing threshold	Percentage of the final grade
Individual project	80.0%	40.0%
Class participation and preparation	80.0%	10.0%
Group project	80.0%	50.0%

Recommended reading	Basic literature	Derrick Chong, *Arts Management*, 2nded., Routledge, 2010 Pluszyńska, Anna, Agnieszka Konior, and Łukasz Gaweł. *Zarządzanie w kulturze: Teoria i praktyka*. Wyd. 1, 2020. Sammarco, Casey L. *Communication for Effective Stage Management: A Collaborative Production Tool*. 2026. Rentschler, Ruth, et al., redaktorzy. *The Routledge Companion to Governance in the Arts World*. 1sted., Routledge, 24Apr.2025. Marta Keil (ed.), *Reclaiming the Obvious. On the Institution of the Festival*, Instytut Teatralny im. Z. Raszewskiego, 2017 Pei, Eujin, i Kurt Becker, redaktorzy. *Design Thinking: Theory and Practice*. 2025.
	Supplementary literature	Debord, Guy. *The Society of the Spectacle*. Translated by Donald Nicholson-Smith, Zone Books, 1995. Bonet, Lluís, and Fabio Donato. The Financial Crisis and Its Impact on the Current Models of Governance and Management of the Cultural Sector in Europe. *ENCATC Journal of Cultural Management and Policy* , vol. 1, no. 1, 2011, pp. 411.
	eResources addresses	
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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