University of Gdańsk

Subject card

Subject name and code	Work Placement I, PG_00189675		
Field of study	Management of Artistic Institutions		
Date of commencement of studies	October 2026	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 Subject group related to practical vocational preparation
Mode of study	full-time studies	Mode of delivery	at the university
Year of study	1	Language of instruction	Polish
Semester of study	2	ECTS credits	8.0
Learning profile	practical	Assessment form	credit
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 Katarzyna Pastuszak	
	Teachers		

Lesson types

Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
Number of study hours	0.0	240.0	0.0	0.0	0.0	240

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	240	0.0	0.0	240

Subject objectives

The aim of the internship programme is: to familiarise students with the functioning of the institutions in which they may seek employment after graduation; to improve and practically apply knowledge, skills and competences related to the design and organisation of artistic and cultural events, stage work and/or administrative work in artistic and cultural institutions (according to the chosen specialisation); to familiarise them with a wide range of cultural and artistic events from the point of view of the audience and to develop their orientation in contemporary artistic and cultural life.

Learning outcomes

Course outcome	Subject outcome	Method of verification
[ZIAL3_W04] They possess an understanding of contemporary artistic life and basic knowledge of both Polish and international arts and cultural institutions, with a focus on practical applications in managerial and/or artistic activity.	Is well-acquainted with contemporary artistic life and has a basic knowledge of Polish and world artistic and cultural institutions (with particular emphasis on local artistic institutions and non-governmental organisations active in the field of culture); is able to apply this knowledge practically in managerial and/or artistic activity.	[SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report
[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 the organisational skills to plan and carry out individual and team tasks related to the management of artistic and cultural institutions in the three sectors (public, private, non-governmental) and/or the implementation of artistic projects.	[SU6] demonstration of practical skills [SU7] entries and opinions in the internship diary
[ZIAL3_W08] They are acquainted with the fundamental economic, legal, ethical, and social determinants of managerial activity in the arts and culture sector.	Is familiar with the basic economic, legal, ethical and social conditions of managerial activity in the field of arts and culture and/or in the three sectors (public, private, non-governmental) and the conditions of the artistic profession in the context of phenomena such as design and "grantosis".	[SW1] oral statement/ conversation/discussion [SW3] text preparation/written work
[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, selecting appropriate methods and tools.	Is able to use his/her knowledge of arts studies, management and quality studies and literary studies in solving problems in the field of project management, implementing new solutions in cultural institutions and/or realising their own artistic concepts, especially in stage practice, selecting appropriate methods and tools.	[SU6] demonstration of practical skills [SU7] entries and opinions in the internship diary
[ZIAL3_K03] They are prepared to fulfill social obligations and to collaborate in organizing activities that contribute to the social environment, as well as to think and act entrepreneurially within the realms of managing arts and cultural institutions and/or artistic practice.	Is ready to fulfil social obligations related to the management of artistic and cultural institutions and organisations in the three sectors (public, private, non-governmental). Is ready to co-organise activities for the social environment, as well as to think and act entrepreneurially in the management of arts and cultural institutions and/or artistic work.	[SK3] text preparation/written work [SK6] demonstration of practical skills [SK7] entries and opinions in the internship diary
[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 perform professional roles responsibly, to respect and disseminate the principles of professional ethics in the design and organisation of artistic and cultural events, stage work and/or administrative work in artistic and cultural institutions.	[SK6] demonstration of practical skills [SK7] entries and opinions in the internship diary
[ZIAL3_K06] They are prepared to engage in artistic and cultural life as recipients and managers, interacting with its diverse forms. They recognize the importance of the cultural heritage of the region, country, and Europe, and acknowledge their own responsibility in preserving them.	Is ready to participate in artistic and cultural life as a viewer and manager, using its various forms; is aware of the importance of the cultural heritage of the region, the country and Europe and of his/her own responsibility for its preservation.	[SK6] demonstration of practical skills [SK7] entries and opinions in the internship diary

Course outcome	Subject outcome	Method of verification
[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 ready to make decisions independently in the context of practical application of acquired knowledge and implementation of innovative solutions in the field of management of arts institutions and projects. He/she is also able to critically evaluate the actions of himself/herself, the teams he/she manages and the institutions/ organisations in whose work he/ she participates, taking responsibility for the consequences of these actions, especially in his/her managerial and/or artistic activity.	[SK6] demonstration of practical skills [SK7] entries and opinions in the internship diary
[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 ready to use knowledge from arts studies and management and quality studies and to consult the staff of artistic and cultural institutions in carrying out managerial and/or artistic tasks defined by him/herself or others.	[SK6] demonstration of practical skills [SK7] entries and opinions in the internship diary
[ZIAL3_K01] They are prepared for a critical assessment of their knowledge and skills in the fields of art studies and the management of artistic institutions.	Is ready to critically evaluate his/ her knowledge and skills in the context of the daily activities of arts institutions.	[SK3] text preparation/written work [SK6] demonstration of practical skills [SK7] entries and opinions in the internship diary
[ZIAL3_W11] They know and understand the fundamental dilemmas of contemporary civilization regarding the functioning of art, the management of arts and cultural institutions.	Knows and understands the relationship between cultural activities in the three sectors (public, private, non-governmental) and the fundamental dilemmas of contemporary civilisation concerning the functioning of the arts, the management of artistic and cultural institutions and the practice of the artistic profession.	[SW1] oral statement/ conversation/discussion [SW3] text preparation/written work
[ZIAL3_W06] They have an advanced understanding of the relationships and interdependencies between theoretical and practical aspects in the field of arts management, applying this knowledge in managerial tasks and/or the implementation of artistic projects.	Has an udvanced understanding of the links and interrelationships between the theory and practice of the management of arts institutions and of their application in the daily cultural and artistic activities in the three sectors (public, private, non-governmental); applies this knowledge in his/her work as a manager and/or in the realisation of artistic works.	[SW1] oral statement/ conversation/discussion [SW5] implementation of a problem task
[ZIAL3_W10] They are familiar with the methodologies, standards, procedures, and best practices utilized in arts and cultural institutions, as well as the fundamental principles of establishing and developing various forms of entrepreneurship, and they apply this knowledge in managerial and/or artistic activity.	Knows the legal basis of cultural activities in the three sectors (public, private, non-governmental) and the norms, procedures and good practices applied in artistic and cultural institutions as well as the fundamental principles of establishing and developing various forms of entrepreneurship; knows the methodology of managing artistic and cultural projects and uses this knowledge in the field of art management and artistic work.	[SW1] oral statement/ conversation/discussion
[ZIAL3_W05] They possess advanced knowledge of implementing artistic projects.	Has advanced knowledge of implementing artistic and cultural projects in the three sectors (public, private, non-governmental).	[SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report
[ZIAL3_U08] They are capable of autonomously planning and pursuing lifelong learning in areas such as arts and literature studies, management of arts and cultural institutions, and/or artistic pursuits.	Can independently plan and implement a programme of professional practice and thus his/ her own lifelong learning in the field of arts and literary studies, management of artistic and cultural institutions and/or in artistic activities.	[SU6] demonstration of practical skills [SU7] entries and opinions in the internship diary

Subject contents	Students of the management specialty carry out the following types of internships: a. Administrative internships (impresariat, promotion, education, coordination of artistic events, etc.) 340h are carried out in substantive departments of artistic and cultural institutions and non-governmental organizations operating in the broadly understood field of art and culture. Administrative internships must be carried out in a minimum of 3 art institutions/organizations/centers. b. Festival internships (related to one or more art or cultural festivals) include 150h and may include the festival preparation stage, organizational assistance during the festival, and festival summary work, after the festival has ended. Festival internships must be carried out in a minimum of 2 art institutions/organizations/ centers. c. Internship through participation (art and culture audience internship) of 150h consists of participation in live and online cultural events, confirmed by an admission ticket or a review of the event (250-350 words) and preparation of at least one case study of online activities undertaken by art institutions selected in consultation with the internship manager (800-1100 words). The online activities of the selected institution should be monitored for a period of 3 months, which is equivalent to 45 hours of internship. d. Project-oriented internships of 80h to be carried out according to the interests of the student(s) within the framework of artistic activities.
Prerequisites and co-requisites	
Assessment methods and criteria	

Subject passing criteria	Passing threshold	Percentage of the final grade
fullfilment of the internship programme	90.0%	90.0%
written assignment	90.0%	10.0%

Recommended reading

Basic literature

- Bolland, R., Collopy,F. Managing as Designig, Stanford University Press, Stanford 2004.
- Byrnes W., Brkic A., The Routledge Companion to Arts Management, Routledge, London 2019
- Dragicevic-Sesic, M., Stojkovic, B., Kultura: zarządzanie, animacja, marketing. Narodowe Centrum Kultury, Warszawa 2010.
- Engage Audiences, Study on Audience Development - How to place audiences at the centre of cultural organisations, European Commision, 2017: http://engageaudiences.eu/materials
- Ilczuk, D., Ekonomika kultury. Wydawnictwo Naukowe PWN, Warszawa 2012.
- Kieliszewski P., Poprawski M., Instytucje publiczne i dyplomacja kulturalna. Potencjały i wyzwania, [w:] ZARZĄDZANIE PUBLICZNE, nr 3 (9), Scholar, Kraków 2009, s. 19-32.
- Klaic D., Mobilność wyobraźni. Międzynarodowa Współpraca Kulturalna. Przewodnik. Fundacja Nowej Kultury Bęc Zmiana, Warszawa 2013.
- Magala S., Kompetencje Międzykulturowe, Wolters Kluwer, Warszawa 2011.
- Martin J., Organizational Culture. Mapping the Terrain, SAGE, Thousand Oaks 2002.
- Poprawski M., Promocja, marketing i frekwencja - aspekty zarządzania muzeami w Polsce, w: Statystyka muzeów. Muzea w 2017 roku, red. K. Figaj, K. Andrzejkowicz, K. Żmijewska, NIMOZ, Warszawa 2018, s. 42-75.
- Poprawski M., Rozwój publiczności - seniorzy w instytucji kultury [w:] Odbiorcy instytucji kultury: rodziny, seniorki i seniorzy w instytucji kultury, red. M. Herkt, A. Mieszała, CTK TRAKT, Poznań 2018, s. 77-96.
- Poprawski M., Mękarski M., Firych P., Brzezińska A. W., i inni, Nowe lokowanie instytucji publicznych w miejskich ekosystemach kultury w Polsce, ROK UAM, Związek Miast Polskich, Poznań 2016.
- Poprawski M., Landsberg P., Firych P., Mękarski M. i inni, Oddziaływanie festiwali na polskie miasta. Studium kompetencji kadr sektora kultury oraz synergii międzysektorowej, ROK UAM, Związek Miast Polskich, Poznań 2015.
- Sójka J., KIeliszewski P., Landsberg P., Poprawski M., Instytucje kultury w czasach kryzysu. Studia Kulturoznawcze. Bogucki Wydawnictwo Naukowe, Poznań 2009.
- Śliwa M. (red.) Strategie dla kultury, kultura dla rozwoju. Zarządzanie strategiczne instytucją kultury, MIK, Kraków 2011.
- Wojciechowski J. S., Kultura i polityki, Wydawnictwo UJ, Kraków 2004.

	Supplementary literature	• Bendixen P., Wprowadzenie do ekonomiki kultury i sztuki, Kraków 2001. • Datko A., Necel R., Nowoczesna instytucja kultury. Raport z badań, Poznań 2011.Gazur A. Ł., Kultura jest jak sport wyczynowy, rozmowa z prof. Jackiem Purchlą, Dziennik Polskiz 11.04.2013, s. 10. • Gazur A. Ł., Teatr opanowało lenistwo, rozmowa z Piotrem Siekluckim, dyrektorem Teatru Nowego w Krakowie, Dziennik Polski z 5.03.2013. • Gierat-Bieroń B., Europejskie modele polityki kulturalnej (2), Kraków 2006. • Haselbach D., Klein A., Knüsel P., Opitz S., Der Kulturinfarkt Von Allem zu viel und überall dasGleiche, Monachium 2012. • Jagodzińska K., Charakterystyka działalności kulturalnej w Polsce po transformacji ustrojowej[w:] J. Hausner, A. Karwińska, J. Purchla (red.), Kultura a rozwój, Warszawa 2013; http:// www.mck.krakow.pl/news/spotkanie-kultura-a-rozwoj [odczyt: 13.07.2014]. • Płoski P., Przemiany organizacyjne teatru w Polsce w latach 1989-2009, Warszawa 2009 • Raport o teatrze: www.kongreskultury.pl [odczyt: 15.07.2014]. • Płoski P., Lewandowska K., Tuscher J., Reformy teatrów miejskich w Europie [w:] Program rozwoju kultury w Warszawie w latach 2009-2020, Warszawa 2008. • Rozhin A. (red.), Raport o stanie teatru za rok 2001, Warszawa 2003. • Rozporządzenie Rady Ministrów z dnia 13 lipca 1993 roku w sprawie określenia zadań i kompetencji z zakresu rządowej administracji ogólnej i specjalnej, które mogą być przekazane niektórym gminom o statusie miasta, wraz z mieniem służącym do ich wykonywania, a także zasad i trybu ich przekazywania. Dz.U. 1993 r. Nr 65 poz. 309. • Stanowski R., Kultura nie jest grzeczna, rozmowa z Bartoszem Szydłowskim, dyrektorem Łaźni Nowej członkiem Rady do spraw Instytucji Artystycznych Ministerstwa Kultury, Dziennik Polski z 08.03.2013. • Suchan J., Instytucje publiczne, czyli jakie? [w:] B. Sobieszek (red.), Regionalny Kongres Kultury 2011. Raport, Łódź 2011, s. 66-71. • Szulborska-Łukaszewicz J., Kultura to proces dochodzenia do wartości [w:] E. Orzechowski, K.Plebańczyk (red.), Zarządzanie w Kulturze, t. 10, Kraków 2009, s.345-354. • SzulborskaŁukaszewicz J., Instytucje kultury w Polsce specyfika ich organizacji i finansowania,Zarządzanie w Kulturze 2012, nr 13, z. 4, s. 305-328. • Szulborska-Łukaszewicz J., Zarządzanie publiczną instytucją kultury w Polsce misja a ekonomika, Zarządzanie w Kulturze 2013, nr 14, z. 1, s. 19-39. • Szulborska-Łukaszewicz J., Polityka kulturalna w Krakowie, Kraków 2009.Szulborska-Łukaszewicz J., Wstęp [w:] Miejskie Instytucje kultury. Przewodnik, Kraków, 2000. • Ustawa z dnia 24 kwietnia 2003 roku działalności pożytku publicznego i o wolontariacie Dz.U. 2010 r. Nr 234 poz. 1536.Ustawa z dnia 31 sierpnia 2011 r. o zmianie ustawy o organizowaniu i prowadzeniu działalności kulturalnej oraz niektórychinnych ustaw, Dz.U. 2011 r. Nr 207 poz. 1230. • Towse R., Ekonomia kultury. Kompendium, Warszawa 2011. • Trzeciak H., Ekonomika teatru, Warszawa 2011. • Wagińska-Marzec M., Zmiany strukturalne i finansowo-organizacyjne w kulturze zjednoczonych Niemiec [w:] Z. Mazur, H. Orłowski, M. Wagińska-Marzec, Kultura zjednoczonych Niemiec. Wybrane problemy, Poznań2013 • Wagińska-Marzec M., Debata wokół subwencjonowania kultury w Niemczech, Przegląd Zachodni 2012, nr 3 (344). • Wolak U., Kultura na wolny rynek. Warto sięgać po prywatne pieniądze, Dziennik Polsk iz 19.09.2013. • Wolak U., Prywatne teatry są dyskryminowane, rozmowa z Anną Nowicką, reżyserką, aktorką i dyrektorką Teatru Barakah, Dziennik Polski z 16.03.2013 • http://forumsztukiwspolczesnej.blogspot.com/ [odczyt: 12.07.2014]; http://www.dziennikpolski24.pl/tag/kultura-podsciana.html [odczyt: 14.07.2014].
	eResources addresses	

Example issues/ example questions/ tasks being completed	1. Cultural institutions and management as a subject of study: definitions, theoretical foundations, legal foundations 2. Culture and organisation - a spectrum of challenges for the cultural studies scholar and practitioner 3. Cultural policy as a field of activity for cultural institutions 4. Audience-oriented cultural institutions - audience development between marketing and cultural education 5. Organisational cultures of cultural organisations - organisational symbolism in a cultural institution 6 Leadership and team management in a cultural institution 7 Cultural economics and management of cultural institutions. Entrepreneurship and mismanagement in a cultural institution. Data, research and statistics in a cultural institution 8. Strategic or spontaneous? Patterns and practice of strategic management in a cultural institution 9. Cultural project management on the example of artistic festivals 10. Crisis and conflict management in a cultural institution 11. Managing international cooperation in a cultural institution 12. Cultural institution and the media of social communication 13. Cultural institution as an element of the ecosystem - intersectoral cooperation in culture 14. Functioning of the institution as a change agent in the local community
Work placement	Not applicable

Document generated electronically. Does not require a seal or signature.