University of Gdańsk

Subject card

Subject name and code	Artistic Institutions Management II, PG_00189683						
Field of study	Management of Artistic Institutions						
Date of commencement of studies	October 2026		Academic year of realisation of subject	2027/2028			
Education level	Bachelor's studies		Subject group	Obligatory subject group in the field of study 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	4		ECTS credits	2.0			
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 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		18.0	50
Subject objectives	The course is intended to provide an introductory overview of general management theory, selected issues in macroeconomics and microeconomics as applied in business practice, and contemporary methods of managing artistic institutions in Poland. It is designed to impart knowledge about the specific nature of these institutions and their operations within organizational, legal, economic, and artistic contexts in the public, private, and non-governmental sectors. The course will describe their functioning in relation to the art market, cultural policy, cultural animation, project management, and marketing. It aims to lay the foundation for acquiring the skills necessary to organize and implement tasks in the cultural sphere.						

Learning outcomes

Course outcome	Subject outcome	Method of verification
[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 that allow for the planning and execution of individual and team tasks associated with managing arts and cultural institutions across the public, private, and third sectors.	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU3] text preparation/written work
[ZIAL3_W02] They have an advanced understanding of fundamental theories, methodologies, and terminology in fields of arts studies, management and quality studies, literary studies, as well as auxiliary and related studies.	Has an advanced understanding of fundamental theories, methodologies, and terminology in the field of management of arts institutions.	[SW1] oral statement/ conversation/discussion [SW3] text preparation/written work
[ZIAL3_W03] They possess advanced 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.	Possesses advanced detailed knowledge of specific topics within management of arts institutions, with a focus on practical applications in managerial activity.	[SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report
[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.	Is familiar with the methodologies, standards, procedures, and best practices utilized in Polish arts and cultural institutions across the public, private, and third sectors, as well as the fundamental principles of establishing and developing various forms of entrepreneurship, and applies this knowledge in managerial activity.	[SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report [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 advanced understanding of the relationships and interdependencies between theoretical and practical aspects in management of arts institutions, applying this knowledge in managerial tasks.	[SW1] oral statement/ conversation/discussion [SW3] text preparation/written work
[ZIAL3_W08] They are acquainted with the fundamental economic, legal, ethical, and social determinants of managerial activity in the arts and culture sector.	Is acquainted with the fundamental economic, legal, ethical, and social determinants of managerial activity in the management of arts institutions.	[SW1] oral statement/ conversation/discussion
[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 apply their knowledge of arts institutions management to solve cognitive problems and carry out managerial tasks in the realm of culture, selecting appropriate methods and tools.	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU3] text preparation/written work
[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 managing arts institutions.	[SK1] oral statement/conversation/ discussion [SK2] presentation/project/paper/ report
[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 fulfill social commitments and to engage in activities for the benefit of the social environment, as well as to think and act entrepreneurially, utilizing contemporary methods and forms of organizing cultural activities within the framework of managing arts institutions.	[SK1] oral statement/conversation/ discussion

	Course outcome	Subject outcome	Method of verification
	[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 their knowledge of the management of arts institutions; 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_U03] They are capable of communicating effectively using specialized terminology in arts studies, management and quality studies, literary studies, as well as auxiliary and related studies.	Is able to communicate effectively using specialized terminology in management of arts institutions.	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report
Subject contents	The course program will include knowledge elements in project management, cultural organization, cultural policy, cultural animation, marketing, public relations, and the functioning of the art market. The classes will provide preliminary knowledge and skills necessary to conduct one's own cultural activities and introduce methods by which a creative idea becomes a real project. An important element will be visits to selected institutions in the Tri-City area or meetings with their representatives, as well as students' work on original projects for new arts or cultural institutions.		
Prerequisites and co-requisites	Attendance at all classes is mandatory unless the student has obtained the Dean’s approval to follow an individual study plan.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	preparation and presentation (in a group of 4-5 students) of an original cultural project, constituting the documentation for establishing a new cultural institution	51.0%	70.0%
	active participation in classes and systematic preparation of topics indicated by the lecturer in oral and/or written form	51.0%	30.0%

Recommended reading	Basic literature	• Aktywne domy kultury, Warszawa 2009, www.aktywnedomykultury.pl. • Bendixen P., Wprowadzenie do ekonomiki kultury i sztuki, Kraków 2001 (selected chapters) • Begg D., Fischer St., Dornbusch R., Makroekonomia, Warszawa 2003. • Bobrowska E., Dom kultury jako instytucja społeczeństwa obywatelskiego, [w:] Dom kultury w XXI wieku wizje, niepokoje, rozwiązania, red. B. Jedlewska, B. Skrzypczak, Olsztyn 2009. • Bobrowska E., Przemiany modelowe instytucji domu kultury, Kraków 1997. • Ciechan-Kujawa M., Biznes Plan standardy i praktyka, Toruń 2007. • Dadel M., Jak napisać dobry projekt?, Warszawa 2007. • Dragićević-Šešić M., Stojković B., Kultura: Zarządzanie, animacja, marketing, tłum. J. Ambroziak, Warszawa 2010. • Gierszewska G., Romanowska M., Analiza strategiczna przedsiębiorstwa, Warszawa 2009. • Golat R., Podstawy prawa kultury, Poznań 2006. • Grad J., U. Kaczmarek, Organizacja i upowszechnianie kultury w Polsce. Zmiany modelu, Poznań, 1999. • Grajewski P., Organizacja procesowa, Warszawa 2007 • Hagoort G., Przedsiębiorczość w kulturze. Wprowadzenie do zagadnień zarządzania w kulturze, Kraków 1997. • Ilczuk D., Polityka kulturalna w społeczeństwie obywatelskim, Kraków 2002. • Instytucje upowszechniania kultury w XXI wieku. Przeżytek czy nowa jakość?, red. J. Sójka, M. Poprawski, P. Kieli-szewski, Poznań 2009. • Instytucje w czasach kryzysu, red. J. Sójka, P. Kieliszewski, P. Landsberg, Poznań 2009 (wybrane rozdziały). • Kargul J., Od upowszechniania kultury do animacji kulturalnej, Toruń 1996. • Karna W. J., Zmiany w zarządzaniu publicznymi instytucjami kultury, Kraków 2009. • Kotler P., Marketing: analiza, planowanie, wdrażanie i kontrola, Warszawa 1996. • Kultura i przemysły kultury szansą rozwojową dla Polski, red. J. Szomburg, Gdańsk 2002. • Matt G., Muzeum jako przedsiębiorstwo. Łatwo i przystępnie o zarządzaniu instytucją kultury, Warszawa 2006. • Narodowa Strategia Rozwoju Kultury na lata 2004-2013. • Płoski P., Przemiany organizacyjne teatru w Polsce w latach 19892009. Raport o teatrze, Warszawa 2009. • Prawelska-Skrzypek G., Polityka kulturalna polskich samorządów. Wybrane zagadnienia, Kraków 2003. • Raport: Finansowanie kultury i zarządzanie instytucjami kultury, Ministerstwo Kultury i Dziedzictwa Narodowego, Kongres Kultury Polskiej 2009, www.kongreskultury.pl. • Raporty o stanie kultury. Wnioski i rekomendacje, Warszawa 2009. • Ustawa z dnia 15 września 2000 roku Kodeks spółek handlowych. • Ustawa z dnia 24 kwietnia 2003 roku o działalności pożytku publicznego i o wolontariacie. • Ustawa z dnia 6 kwietnia 1984 roku o fundacjach. • Ustawa z dnia 20 sierpnia 1997 roku o Krajowym Rejestrze Sądowym. • Ustawa z dnia 25 października 1991r. o organizowaniu i prowadzeniu działalności kultury. • Ustawa z dnia 7 kwietnia 1989 roku Prawo o stowarzyszeniach. • Włodarski J., Zeidler K., Prawo muzeów, Warszawa 2008. • Zarządzanie w kulturze, t. 1-9, Kraków 2000-2009 (wybrane fragmenty). • Zeidler K., Prawo ochrony dziedzictwa kultury, Warszawa 2008. The lecturer updates the reading list at the start of the semester.
	Supplementary literature	The lecturer provides students with 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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