University of Gdańsk

Subject card

Subject name and code	Contemporary European Models for Cultural Management and Promotion, PG_00189712		
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	3	ECTS credits	3.0
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	43.0	75

Subject objectives

The aim of the course is to familiarize students with theories and concepts related to cultural differences and their impact on management styles in European countries. It also covers the following topics:

- The context of intercultural management, which has become a fundamental requirement in contemporary Europe
- The historical evolution of the cultural management model in France in relation to political traditions and events
- The French model of state cultural policy versus the Polish model of cultural policy
- Cultural management in Germany and the Scandinavian countries
- The impact of national cultural policy on the functioning of small cultural institutions
- The United Kingdom characteristics of the cultural management system and the impact of Brexit on the functioning of institutions and non-governmental organizations

A separate block of classes is devoted to introducing students to issues in the areas of promotion, marketing, and related topics.

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, 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, 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 European arts and cultural institutions in the three 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
[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 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.	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_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 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_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_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
[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_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 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

Course outcome	Subject outcome	Method of verification
[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.	Has advanced 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

Subject contents

1. How can we systematically study differences between national cultures? Presentation of Hofstedes theory of cultural dimensions and, based on it, identification of differences in management styles in the United Kingdom, France, Germany, and the Scandinavian countries.
2. The importance of national cultures in the process of planning national and regional cultural policies.
3. How, in a multinational Europewhere refugees and citizens of countries with different religions, behavior codes, and traditions residecan institutions be created that demonstrate sensitivity and inclusivity, and how will this affect management styles?
4. The cultural policy of the United Kingdom and the changes that occurred after Brexit.
5. Culture for all how France understands its responsibilities toward the cultural sector and its citizens.
6. High culture in Germany an example of changes in cultural policy in response to the evolving needs of cultural audiences.

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
written or oral end-term test	51.0%	40.0%
oral presentations with PPT	51.0%	60.0%

Recommended reading

Basic literature	• *Cultural Differences in a Globalizing World.* A critical cnalysis of Hofstedes theory and reflections on new cultural dimensions*,* Emerald Group Publishing, • Jędrzej Gulczyński, *Mecenat prywatny w Anglii*, Wydawnictwo MEAKULTURA • Małgorzata Kamecka, *Kultura dla każdego. Francuski model polityki kulturalnej*, Wydawnictwo Uniwersytetu w Białymstoku • Joanna Pawłowska, *Reforma systemu finansowania kultury i sztuki w Wielkiej Brytanii*, Wydawnictwo Ruch Prawniczy, Ekonomiczny i Socjologiczny • M. Szukała, *Znaczenie kultur narodowych dla zarządzania*, Wydział Zarządzania UW • *Tradycyjnie rozumiana kultura wysoka traci na znaczeniu,* Goethe-Institut The lecturer updates the reading list at the start of the semester.
Supplementary literature	• not applicable
eResources addresses	

Example issues/ example questions/ tasks being completed

Work placement

Not applicable

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