

Subject card

Subject name and code	Building Relations in the Workplace and Management of Cultural Institutions, PG_00189714						
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 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	4	ECTS credits			2.0		
Learning profile	practical	Assessment form			credit		
Conducting unit							
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	<p>The aim of the course is to develop skills for building effective, diverse, and strategic relationships in the workplace, with particular emphasis on the specific characteristics of cultural institutions. Students will learn the mechanisms of professional networking, its impact on career development, quality of leadership, and organizational innovation, as well as practical tools useful in the daily functioning of cultural institutions.</p> <p>The course teaches students to recognize their own communication styles, consciously manage relationships, analyze contact networks, and use them for strategic action, drawing on the work of H. Ibarra, R. Burt, J. Pfeffer, L. Gratton, and M. Granovetter.</p> <p>Students will also practice implementing models of collaboration, conflict resolution, team communication, and building a culture of trust and responsibility.</p> <p>The course prepares students for leadership roles, project-based work, and functioning within complex cultural ecosystems, both local and international.</p>						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[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.	They are ready to fulfill professional roles responsibly and adhere to and promote principles of professional ethics in building relationships in cultural institution management and workplace practice.	[SK2] presentation/project/paper/report
	[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.	They are familiar with the methodologies, standards, procedures, and best practices utilized to build relationships in cultural institution management and workplace practice, and they apply this knowledge in managerial activity.	[SW2] 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, particularly in stage practice, selecting appropriate methods and tools.	They are able to apply their knowledge of relationship building in cultural institution management and workplace practice to solve cognitive problems and carry out professional tasks in managing arts and cultural institutions, selecting appropriate methods and tools.	[SU2] 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.	They are acquainted with the relationships and interdependencies between theoretical and practical aspects within the field of relationship building in cultural institution management and workplace practice, applying this knowledge in managerial tasks.	[SW2] presentation/project/paper/report
	[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.	They possess detailed knowledge of relationship building in cultural institution management and workplace practice, with a focus on practical applications in managerial activity.	[SW2] presentation/project/paper/report

Subject contents	<p>Introduction to Relationships in Cultural Organizations</p> <ol style="list-style-type: none"> 1. Specificity of cultural institutions: stakeholders and the collaboration ecosystem. 2. Relationships as organizational capital introduction to network theories (Granovetter, Burt, Ibarra). <p>Strategic Networking and Analysis of Personal Resources</p> <ol style="list-style-type: none"> 1. Types of professional networks (operational, strategic, developmental) and their functions. 2. Social Network Analysis (SNA) analysis of ones personal relationship map. <p>Communication and the Psychology of Relationships</p> <ol style="list-style-type: none"> 1. Models of effective and ineffective communication in cultural-sector teams. 2. Trust, psychological safety, and the role of emotions in teamwork. 3. Mechanisms of conflict and techniques for constructive dialogue. <p>Leadership and Relational Responsibility</p> <ol style="list-style-type: none"> 1. Leadership based on relationships, empathy, and collaboration. 2. Decision-making and responsibility gaps why does no one do what theyre supposed to? <p>External Relations of Cultural Institutions</p> <p>Media Relations</p> <ul style="list-style-type: none"> • How the media operate and what they expect. • Structure of an effective press release and its role in building an institutions public image. • Workshop: drafting a press release based on a current theater event. <p>Relations with Sponsors and Business Partners</p> <ul style="list-style-type: none"> • Basics of fundraising, building a sponsorship offer. • How to speak the language of benefits and identify partner needs. • Workshop: preparing a short sponsorship proposal / partnership offer. <p>Project Work and Inter-institutional Collaboration</p> <ul style="list-style-type: none"> • Partnerships in culture: local government, NGOs, business, international institutions. • Case study: cross-department collaboration in organizing large artistic events. <p>Practical Application and Independent Work</p> <p>Study visit to a theater observing the inner workings of an institution:</p> <ul style="list-style-type: none"> • relations between departments, • cooperation with artists and technical teams, • interactions with audiences, media, and partners. <p>Final Project</p> <ul style="list-style-type: none"> • Analysis of one's own professional network (current or potential). • Development of a strategic relationship-building plan. • Presentation and discussion. 								
Prerequisites and co-requisites									
Assessment methods and criteria	<table border="1"> <thead> <tr> <th data-bbox="456 1581 786 1615">Subject passing criteria</th> <th data-bbox="791 1581 1139 1615">Passing threshold</th> <th data-bbox="1144 1581 1485 1615">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 1621 786 1671">Written test in the form of an individual project</td> <td data-bbox="791 1621 1139 1671">60.0%</td> <td data-bbox="1144 1621 1485 1671">100.0%</td> </tr> </tbody> </table>	Subject passing criteria	Passing threshold	Percentage of the final grade	Written test in the form of an individual project	60.0%	100.0%		
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Recommended reading	Basic literature	<p>Adam Grant, <i>Give and Take</i>.</p> <p>Adam Grant, <i>Originals</i>.</p> <p>Brené Brown, <i>Dare to Lead</i>.</p> <p>Malcolm Gladwell, <i>Talking to Strangers</i>.</p> <p>Herminia Ibarra, <i>Working Identity: Unconventional Strategies for Reinventing Your Career</i>.</p> <p>Ronald Burt, <i>Structural Holes: The Social Structure of Competition</i>.</p> <p>Mark Granovetter, <i>The Strength of Weak Ties</i> (article).</p> <p>Lynda Gratton, <i>The Shift: The Future of Work Is Already Here</i>.</p> <p>Jeffrey Pfeffer, <i>Power: Why Some People Have It and Others Don't</i>.</p>
	Supplementary literature	<p>Margaret Heffernan, <i>Beyond Measure</i>.</p> <p>Edgar H. Schein, <i>Organizational Culture and Leadership</i>.</p>
	eResources addresses	<p>Basic</p> <p>https://www.youtube.com/watch?v=C1j13TmEzrs - Herminia Ibarra – TED Talk „The Authenticity Paradox”</p> <p>https://stvp.stanford.edu/podcasts/networking-with-curiosity/ - Stanford eCorner – Entrepreneurial Thought Leaders (ETL), Amy Chang (Cisco) - Networking with Curiosity</p> <p>https://www.youtube.com/watch?v=YyXRYgjQXX0 - Adam Grant – TED Talk „Are you a giver or a taker”</p>
Example issues/ example questions/ tasks being completed	The test consists of preparing a project that includes: an analysis of one's own professional network, a relationship map, a diagnosis of gaps, and a development plan for 5 key ties. Each component will be graded separately.	
Work placement	Not applicable	

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