University of Gdańsk

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 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

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.

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.

Students will also practice implementing models of collaboration, conflict resolution, team communication, and building a culture of trust and responsibility.

The course prepares students for leadership roles, project-based work, and functioning within complex cultural ecosystems, both local and international.

Learning outcomes	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.	They possess advanced detailed knowledge of relationship building in cultural institution management and workplace practice, with a focus on practical applications in managerial activity.	[SW4] test/exam - oral or written [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.	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_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.	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 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 advanced understanding of 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.	[SW4] test/exam - oral or written [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.	They are familiar with the methodologies, standards, procedures, and best practices utilized to build relationships in cultural institution management and workplace practice, as well as the fundamental principles of establishing and developing various forms of entrepreneurship, and they apply this knowledge in managerial activity.	[SW2] presentation/project/paper/ report

Subject contents	**Introduction to Relationships in Cultural Organizations** 1. Specificity of cultural institutions: stakeholders and the collaboration ecosystem. 2. Relationships as organizational capital introduction to network theories (Granovetter, Burt, Ibarra). **Strategic Networking and Analysis of Personal Resources** 1. Types of professional networks (operational, strategic, developmental) and their functions. 2. Social Network Analysis (SNA) analysis of ones personal relationship map. **Communication and the Psychology of Relationships** 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. **Leadership and Relational Responsibility** 1. **Leadership based on relationships**, empathy, and collaboration. 2. **Decision-making and responsibility gaps** why does no one do what theyre supposed to? **External Relations of Cultural Institutions** **Media Relations** • 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. **Relations with Sponsors and Business Partners** • 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. **Project Work and Inter-institutional Collaboration** • Partnerships in culture: local government, NGOs, business, international institutions. • Case study: cross-department collaboration in organizing large artistic events. **Practical Application and Independent Work** **Study visit to a theater** observing the inner workings of an institution: • relations between departments, • cooperation with artists and technical teams, • interactions with audiences, media, and partners. **Final Project** • Analysis of one's own professional network (current or potential). • Development of a strategic relationship-building plan. • Presentation and discussion.
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 test in the form of an individual project	60.0%	100.0%

Recommended reading	Basic literature	**Adam Grant,** *Give and Take.* **Adam Grant,** *Originals.* **Brené Brown,** *Dare to Lead.* **Malcolm Gladwell**, *Talking to Strangers.* **Herminia Ibarra**, *Working Identity: Unconventional Strategies for Reinventing Your Career*. **Ronald Burt**, *Structural Holes: The Social Structure of Competition*. **Mark Granovetter**, *The Strength of Weak Ties* (article). **Lynda Gratton**, *The Shift: The Future of Work Is Already Here*. **Jeffrey Pfeffer**, *Power: Why Some People Have Itand Others Dont*.
	Supplementary literature	**Margaret Heffernan**, *Beyond Measure*. **Edgar H. Schein**, *Organizational Culture and Leadership*.
	eResources addresses	Basic https://stvp.stanford.edu/podcasts/networking-with-curiosity/ - Stanford eCorner – Entrepreneurial Thought Leaders (ETL), Amy Chang (Cisco) - Networking with Curiosity https://www.youtube.com/watch?v=CIjI3TmEzrs - Herminia Ibarra – TED Talk „The Authenticity Paradox” https://www.youtube.com/watch?v=YyXRYgjQXX0 - Adam Grant – TED Talk „Are you a giver or a taker”
Example issues/ example questions/ tasks being completed	The test consists of preparing a project that includes: an analysis of ones 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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