

	 INTERNATIONAL SCHOOL <i>of</i> BUSINESS	<h1>SYLLABUS</h1>	
---	---	-------------------	--

**PALAZZI FLORENCE ASSOCIATION FOR INTERNATIONAL EDUCATION
 FLORENCE UNIVERSITY OF THE ARTS
 ISB - INTERNATIONAL SCHOOL OF BUSINESS (BU)**

INTERNATIONAL SCHOOL OF BUSINESS
 DEPARTMENT OF MANAGEMENT
COURSE TITLE: INTRODUCTION TO ARTS MANAGEMENT
COURSE CODE: BUAMMA210

3 Semester Credits

1. DESCRIPTION

This course examines the managerial role in the arts and the related competency required to bring artistic and cultural programs such as exhibitions, festivals, film screenings, and performing arts events to audiences. Course topics cover the business side of the arts, providing students with an overview of the careers in arts management and the current issues and trends affecting professionals in the field. Topics covered include the evolution of the field, the internal culture and structure, external influences, governance, planning, human resources, marketing, fundraising, financial management, economic impact, and other topics such as non-profit organizations in the arts. Students will be introduced to a wide range of organizations, administrative figures, and institutional models through coursework that also includes site visits and guest lectures.

2. OBJECTIVES

The course will cover the latest thinking and trends in managing arts organizations. Case studies will focus on real-life situations faced by art organizations and managers as exemplified in the Kaiser book. Topics will also include an exploration of graduate study and career opportunities in art management, board relations, marketing the arts, and long range planning. Objectives include developing an overview of the history, theory, principles and practices of art management and applying those skills to a hypothetical organization in order to improve your written and oral presentation skills. Topics covered include organizational design, financial management, fund raising, and marketing for not-for-profit organizations.

3. REQUIREMENTS

There are no prerequisites for this course.

4. METHOD

This course consists of lectures, class discussions, and business cases to be studied in small teams. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, academic texts and studies, videos, slides, guided problem solving, and experiential and/or field learning activities where applicable.

5. TEXTBOOK – FURTHER READINGS – RESOURCES

William J. Byrnes, *Management and the Arts*, 5th edition, NY and London: Focal Press, Taylor & Francis Group, 2015.

The textbook is mandatory for successful completion of the course.

Where applicable, additional materials, handouts and/or notes will be provided by the instructor.

FURTHER READINGS

Kaiser, Michael. *The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations*. 2008

General Non-Profit and Arts Management Focus

- Brindle, Meg. *The Arts Management Handbook*. M.E. Sharpe, NY, 2011.
- Carlson, Mim and Margaret Donohue, *The Executive Director's Guide to Thriving as a Nonprofit Leader*. Jossey-Bass, San Francisco, CA, 2010.
- Mancuso, Anthony. *How to Form a Nonprofit Corporation*. 11th Edition, Nolo Press, Berkeley, CA, 2013.
- Wolf, Thomas. *Managing a Nonprofit Organization*. Free Press, NY, NY, 2012.

Museum Management Focus

- Lord, Gail Dexter and Barry Lord, *The Manual of Museum Management*, 2nd. Ed., AltaMira Press, MD, 2009.
- Kotler, Neil and Philip Kotler, Wendy Kotler, *Museum Marketing & Strategy*, 2nd, Jossey-Bass, San Francisco, CA, 2009.

Concert Management Focus

- Waddell, Ray D. and Rich Barnett, Jack Berry, *This Business of Concert Promotion and Touring: A Practical Guide to Creating, Selling, Organizing, and Staging Concerts*, Billboard Books, 2010.

Artists Management Focus

- Allen, Paul *Artist Management for the Music Business*, 3rd Ed., Focal Press, Taylor & Francis Group, NY and London, 2014.

Theatre Management Focus

- Conte, David and Stephen Langley, *Theatre Management and Production in America*, Drama Books, NY, 2007.
- Farber, Donald C. *Producing Theatre*, 3rd edition, Limelight Editions, NY, NY, 2006.
- Volz, Jim. *How to Run a Theatre*, 2nd, Methuen Drama, 2011.

LIBRARIES IN FLORENCE

The FUA library is located in Corso Tintori 21. Please consult the posted schedules for official opening times. Also, note that the library is for consultation only and it is not possible to borrow materials. The library is equipped with a scanner and internet access so that you may save or email a digital copy of the pages needed.

Students may also utilize additional libraries and research centers within the local community:

Biblioteca Palagio di Parte Guelfa

Located in Piazzetta di Parte Guelfa between Piazza della Repubblica and Ponte Vecchio. Please consult the library website for hours of operation:
http://www.biblioteche.comune.fi.it/biblioteca_palagio_di_parte_guelfa/

Biblioteca delle Oblate

Located in via dell'Oriuolo 26. Please consult the library website for hours of operation:
www.bibliotecadelleoblate.it

The Harold Acton Library at the British Institute of Florence

Located in Lungarno Guicciardini 9. Please consult the library website for hours of operation. This library requires a fee-based student membership. For information:
www.britishinstitute.it/en

6. FIELD LEARNING

This course may include a field learning activity.

7. COURSE MATERIALS

No additional course materials are necessary.

8. COURSE FEES

Course fees cover all course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. The instructor will communicate the exact amount on the first day of class.

9. EVALUATION – GRADING SYSTEM

10% Attendance
15% Class Participation, Homework and Reading
15% Assignments
20% Mid Term Exam
15 % Final Project
25 % Final Exam

A = 93-100 %, A- = 90-92%, B+= 87-89%, B = 83-86%, B-=80-82%, C+ = 77-79%, C=73-76%, C-=70-72%, D = 60-69%, F= 0-59%, W = Official Withdrawal, W/F = Failure to withdraw by the designated date.

10. ATTENDANCE – PARTICIPATION

Academic integrity and mutual respect between instructor and student are central to the FUA academic policy and reflected in the attendance regulations. Student presence is mandatory and counts toward the final grade.

On the **second absence**, the attendance and participation grade will be impacted. Please note that missing certain field learning activities may count for more than one absence.

On the **third absence**, the instructor may lower the final grade by one letter grade. (Example: Final grade average of 93% or A will become a B).

The fourth absence constitutes automatic failure of the course. Students with excessive absences will be asked to withdraw with a W (if before the deadline) or leave the course with a WF.

Late Arrival and Early Departure

Arriving late or departing early from class is not acceptable. Two late arrivals or early departures or a combination will result in an unexcused absence. Travel is not an exceptional circumstance.

Travel (or delays due to travel) is NEVER an excuse for absence from class.

It is always the student's responsibility to know how many absences he or she has in a course. If in doubt, speak with your instructor!

11. EXAMS – PAPERS – PROJECTS

Attendance and participation

Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work and in-class activities, responsible behavior, and completion of assignments will be assessed.

Reading and quizzes

Along with participation, reading accounts for 15% of the final course grade. Reading of the text book is mandatory for successful completion of the course, further reading is highly recommended. Regular reading quizzes have been designed to ensure that you are completing the reading and engaging in active learning and critical thinking about course concepts outside of class. They are also designed to help you prepare for the final exam in manageable increments. Quizzes may be open-note, which means you may use your notes to assist you in taking the quiz. Notes must be originals (not photocopied) and in your own handwriting. Quizzes will NOT be open book.

Exams

The **Midterm** exam accounts for 25% of the final course grade whilst the **Final** exam accounts for 25% of the final course grade.

Format (for both exams): the exam is divided into three sections:

- Part I: 10 Multiple choice questions. Each correct answer is worth 2 points, for a total of 20 points.
- Part II: 10 short-answer questions. Each correct and complete answer (concise explanations, main ideas, key words, names, etc.) is worth 5 points, for a total 50 points.
- Part III: essay questions; each correct and complete answer is worth 30 points (based on content, vocabulary, detail, etc.) for a total of 30 points.

Please note, the instructor may use a different format for the exam. TBA on the first lesson.

Remember that the date and time of the exams cannot be changed for any reason, so please organize your personal activities accordingly and consult the course calendar.

12. LESSONS

Lesson 1	
Meet	In class
Lecture	Course overview, assignments and expectations The business of the arts: art management overview
Objectives	By the end of this class students will be able to: <ol style="list-style-type: none">1. Demonstrate an understanding of course content, objectives, expectations, and assignments.2. Display solid knowledge of what constitutes the field of art and culture management.3. Outline the general management process and the required skills of an art manager.
Homework/ Assignments	Review introductory course materials (syllabus, and study guide) and be prepared to discuss reading comprehension questions in class.
Reading	Textbook, chapter 1, pp. 1-29.

Lesson 2	
Meet	In class
Lecture	The evolving roles of arts managers
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> 1. Trace the development of management in the arts in Western history. 2. Outline main trends in the funding of art, the evolution and the structuring of funding organizations with a specific focus on the USA.
Homework/ Assignments	Writing assignment – Short analysis describing the major art management activities associated with the period that goes from Ancient Greece to Twentieth century (bullet points).
Reading	Textbook, chapter 2, pp. 31-71.

Lesson 3	
Meet	In class
Lecture	Management history and practice: the evolution of theories and management thought
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> 1. Trace the evolution of management thought from pre-industrialization to present day. 2. Place major theories and practices in the context of what an art manager does in his or her job.
Homework/ Assignments	Participate to MyFUA forum group: Discussion: Focus on NFP Organizations (i.e. Theatres, Dance, Music, Concerts, Museums).
Reading	Textbook, chapter 3, pp. 73-98.

Lesson 4	
Meet	In class
Lecture	Changing and assessing the environment: The adaptive arts organization
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> 1. Demonstrate an understanding of how to develop a system for gathering information needed to run an art organizations.

	2. Become familiar with the process of analyzing external environments to inform decision-making and apply research when planning.
Homework/ Assignments	Refer to MYFUA for any assignments.
Reading	Textbook, chapter 2, pp. 31-71.

Lesson 5	
Meet	In class
Lecture	Mission, vision and values statements: how to develop a planning process for the arts.
Objectives	By the end of this class, students will be able to: <ol style="list-style-type: none"> 1. Demonstrate an understanding of the various steps required to plan successfully in art organizations. 2. Choose which strategies to apply and which goals to aim for.
Homework/ Assignments	Refer to MYFUA for any assignments.
Reading	Textbook, chapter 5, pp. 145-188.

Lesson 6	
Meet	In class
Lecture	Organization and the arts: the main approaches of Design, Structure and Charts. How to coordinate and grow MID TERM EXAM PREPARATION
Objectives	By the end of this class students will be able to: <ol style="list-style-type: none"> 1. Display knowledge on how to describe the function of organizing in the arts including the 5 elements of organization design
Homework/ Assignments	PRESENTATION #2: <i>Organization design and job descriptions for key staff in your proposed organization</i> CHECK MYFUA
Reading	Chapter 6 of course text book: "Management and the Arts" pp 191 to 220

Lesson 7	
Meet	In class
	Mid-term exam

Lesson 8	
Meet	No class for Academic break

Lesson 9	
Meet	In class
Lecture 1	Human resources and the arts: recruitment, the staffing process, costs and constraints on staffing.
Lecture 2	Control operations and budgeting.
Objectives	By the end of this class, students will be able to: <ul style="list-style-type: none"> 1. Display an understanding of human resources in the arts and how to apply the six parts of the staffing process to the operation of an arts organization. 2. Display an understanding of operational control in the arts. This will include the managing of budgets and effective management information.
Homework/ Assignments	Refer to MYFUA for any assignments.
Reading	Textbook, chapter 7 and 9, pp. 221-268 + pp. 325-363.

Lesson 10	
Meet	In class
Lecture 1	Leadership in the arts: fundamentals, different styles and approaches. Global perspectives on leadership. Class discussion: leadership issues in operating different types of art, culture and/or service organizations. Final Project briefing.
Objectives	By the end of this class, students will be able to: <ul style="list-style-type: none"> 1. Differentiate between leadership modes, namely formal and informal. 2. Display knowledge of the various theories of motivation and how to apply them to the arts workplace.
Homework/ Assignments	Refer to MYFUA for any assignments.
Reading	Textbook, chapter 8, pp. 269-320.

Lesson 11	
Meet	In class
Lecture 1	Marketing and the arts Case Study: The American Ballet Theatre 1995-1998
Objectives	By the end of this class, students will be able to: <ul style="list-style-type: none"> 1. Display knowledge of the principles and practices of art marketing 2. Select and apply marketing management tools in the arts including the application of a customer-oriented marketing perspective to arts marketing.
Homework/ Assignments	Read, review and study The American Ballet Theatre 1995-1998 on book "The Art of the Turnaround" case-study by Michael M. Kaiser and complete the assignment as instructed on MYFUA.
Reading	Textbook, chapter 11, pp. 423-457 + "The Art of the Turnaround" by Michael M. Kaiser pp. 61-101.

Lesson 12	
Meet	In class
Lecture 1	Fundraising and development. Student work on their final presentation work organization and research
Objectives	By the end of this class, students will be able to: <ul style="list-style-type: none"> 1. Demonstrate knowledge of fundraising principles and sponsorship. 2. Demonstrate knowledge of how to apply fundraising principles to the process of planning.
Homework/ Assignments	Study mini fundraising case study and be prepared for class discussion (check MyFua for details).
Reading	Textbook, chapter 12, pp. 459- 508.

Lesson 13	
Meet	In class
Lecture 1	Management styles and models: integrating management systems into the operation of an organization. Case study: crisis at the Corcoran

Objectives	<p>By the end of this class, students will be able to:</p> <ol style="list-style-type: none"> 1. Display knowledge of different approaches and styles of management and various strategies for integrating management systems into the operation of an art organization. 2. Identify problems related to dysfunctional organizations and develop strategies to avoid common management problems in art organization.
Homework/ Assignments	Refer to MYFUA for any assignments.
Reading	Textbook, chapter 13, pp. 511-543.

Lesson 14	
Meet	In class
Lecture 1	<p>Students present final project</p> <p>Final exam preparation: review of all materials studied in class, study guide and exam structure.</p>
Objectives	<p>By the end of this class, students will be able to:</p> <ol style="list-style-type: none"> 1. Present confidently in front of an audience and display knowledge acquired throughout the entire course. 2. Clarify any doubts concerning the final exam.
Homework/ Assignments	Refer to MYFUA for any assignments.
Reading	Review all readings before final exam

Lesson 15	
Meet	In class
Lecture	Final exam