

Format revised 2025
Syllabus revised 2025

Florence University of the Arts (FUA) is an academic institution for study abroad in Florence, Italy. FUA collaborates with The American University of Florence (AUF), an international university offering US-style undergraduate and graduate degrees, in a cooperation to offer study abroad programs with a diverse breadth and depth of academic curriculum.

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SCHOOL OF SCHOOL OF BUSINESS
DEPARTMENT OF ARTS, ENTERTAINMENT, AND MEDIA
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

Upon successful completion of this course, students will:

- Analyze the core components and logistical requirements for various artistic and cultural programs, including exhibitions, festivals, film screenings, and performing arts events.
- Identify and evaluate the diverse career paths available in the field of arts management and articulate the current issues and trends impacting arts professionals.
- Explain the evolution of the arts management field and describe the typical internal culture and organizational structure of arts institutions.
- Evaluate the principles of organizational governance and apply fundamental concepts of strategic planning to arts and cultural organizations.
- Demonstrate foundational knowledge of the key administrative functions in arts organizations, including human resources, marketing, fundraising, and financial management.
- Assess the significant economic impact of arts and cultural organizations and analyze the role of various external influences affecting their operations.
- Distinguish the specific characteristics, challenges, and operational models of non-profit organizations in the arts.
- Recognize a wide range of administrative figures and institutional models in the arts through exposure to coursework, site visits, and guest lectures.

3. REQUIREMENTS

There are no prerequisites for this course.

4. METHOD

This course consists of lectures, class discussions, projects, and interaction with the local community. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, integrate relevant academic sources, may include multimedia references, propose creative problem-solving, and other appropriate forms of delivery as deemed

appropriate to the course's purpose.

5. TEXTBOOK – FURTHER READINGS – RESOURCES

TEXTBOOK (Copy available at the university library):

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

The textbook is mandatory for course participation and completion. Where applicable additional materials may 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 Donohe, *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 Barnet, 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.

LIBRARY

Course participants may access the campus library. Please consult the posted schedules for official opening times. Texts may be consulted on-site, and scanning/internet services available.

6. COURSE MATERIALS

No additional course materials are necessary.

7. COURSE FEES

Course fees cover course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. If this course requires a fee, the exact amount is communicated prior to enrollment.

8. GRADING AND EVALUATION & ATTENDANCE

10% Attendance
 10% Class Attendance
 15% Assignments
 20% Mid Term Assessment
 20 % Final Project
 25 % Final Exam

The above grade breakdown percentages reflect the grading scale standards in the “Grading and Evaluation System” section of the catalog.

Attendance

Class participation is mandatory. Based on the hours defined in the Academic Catalog’s attendance policy, students may miss up to 2 class encounters delivered as lecture hours. A third absence constitutes a course failure.

Please note that absence hours may vary according to the learning methodology, as per the academic catalog policy on credit hours:

https://catalog.fua.it/standard_regulation

9. EXAMS / PROJECTS / ASSIGNMENTS

Midterm Assessment: The instructor will provide students with a task based on the topics and reading materials of the first half of the course. Via submission

Final Exam: Format: the exam is divided into two sections:

- Part I: 10 short-answer questions.
- Part II: three essay questions.

The final exam is cumulative.

Final Project: The instructor will provide students with a task based on the topics and reading materials of the course. Via submission

Assignments: This course requires at least 3 assignments as per the course outline in the syllabus. Further details are provided in the course portal.

10. COURSE OUTLINE

Lesson 1	
Meet	In class
Lecture	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.
Readings/ Assignments	Textbook, chapter 1, pp. 1-29. Assignment #1 assigned, due by next class meet: The instructor will provide students with a task based on the topics and reading materials of the lesson.

Lesson 2	
Meet	In class
Lecture	The evolving roles of arts managers
Objectives	By the end of this class students will be able to:

	<ol 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.
Readings/ Assignments	Textbook, chapter 2, pp. 31-71.

Lesson 3	
Meet	In class
Lecture	Management history and practice: the evolution of theories and management thought
Objectives	<p>By the end of this class students will be able to:</p> <ol 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.
Readings/ Assignments	<p>Textbook, chapter 3, pp. 73-98.</p> <p>Assignment #2 assigned, due by next class meet: The instructor will provide students with a task based on the topics and reading materials of the lesson.</p>

Lesson 4	
Meet	In class
Lecture	Changing and assessing the environment: The adaptive arts organization
Objectives	<p>By the end of this class students will be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate an understanding of how to develop a system for gathering information needed to run an art organizations. <p>Become familiar with the process of analyzing external environments to inform decision-making and apply research when planning.</p>
Readings/ Assignments	<p>Textbook, chapter 2, pp. 31-71.</p> <p>FINAL PROJECT OVERVIEW</p>

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

Lesson 6	
Meet	In class
Lecture	Organization and the arts: the main approaches of Design, Structure and Charts. How to coordinate and grow
Objectives	<p>By the end of this class students will be able to:</p> <p>Display knowledge on how to describe the function of organizing in the arts</p>

	including the 5 elements of organization design
Readings/ Assignments	Chapter 6 of course text book: "Management and the Arts" pp 191 to 220

Lesson 7	
Meet	In class
Lecture	Human resources and the arts: recruitment, the staffing process, costs and constraints on staffing. Control operations and budgeting.
Objectives	By the end of this class, students will be able to: <ol 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.
Readings/ Assignments	Textbook, chapter 7 and 9, pp. 221-268 + pp. 325-363. Assignment #3 assigned, due by next class meet: The instructor will provide students with a task based on the topics and reading materials of the lesson.

Lesson 8	
Meet	In class
Lecture	Leadership in the arts: fundamentals, different styles and approaches. Global perspectives on leadership.
Objectives	By the end of this class, students will be able to: <ol 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.
Readings/ Assignments	Textbook, chapter 8, pp. 269-320.

Lesson 9	
Meet	In class
Lecture	Marketing and the arts Case Study: The American Ballet Theatre 1995-1998
Objectives	By the end of this class, students will be able to: <ol 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.
Readings/ Assignments	Textbook, chapter 11, pp. 423-457 + "The Art of the Turnaround" by Michael M. Kaiser pp. 61-101. FINAL PROJECT DUE.

Lesson 10	
Meet	In class
Lecture	Fundraising and development. Management styles and models: integrating management systems into the operation of an organization.
Objectives	By the end of this class, students will be able to:

	<ol 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. 3. Display knowledge of different approaches and styles of management and various strategies for integrating management systems into the operation of an art organization.
Readings/ Assignments	Textbook, chapter 12, pp. 459- 508. Textbook, chapter 13, pp. 511-543. Final Presentation

Lesson 11 Final Exam	
Meet	In class
Lecture	FINAL EXAM