

**Subject card**

|  |   |  |                       |                                     |  |            |     |
|--|---|--|-----------------------|-------------------------------------|--|------------|-----|
| <b>Subject name and code</b>                       | Artistic Institutions Management II, PG_00189683  |  |                       |                                     |  |            |     |
| <b>Field of study</b>                              | Management of Artistic Institutions   |  |                       |                                     |  |            |     |
| <b>Date of commencement of studies</b>             | October 2026  | <b>Academic year of realisation of subject</b>           |                       |                                     | 2027/2028  |            |     |
| <b>Education level</b>                             | Bachelor's studies  | <b>Subject group</b>                                     |                       |                                     | Obligatory subject group in the field of study<br>Humanistic-social subject group<br>Subject group related to practical vocational preparation |            |     |
| <b>Mode of study</b>                               | full-time studies   | <b>Mode of delivery</b>                                  |                       |                                     | at the university  |            |     |
| <b>Year of study</b>                               | 2   | <b>Language of instruction</b>                           |                       |                                     | Polish   |            |     |
| <b>Semester of study</b>                           | 4   | <b>ECTS credits</b>                                      |                       |                                     | 2.0  |            |     |
| <b>Learning profile</b>                            | practical   | <b>Assessment form</b>                                   |                       |                                     | credit   |            |     |
| <b>Conducting unit</b>                             | Division of Research into the Performing Arts -> Institute of English and American Studies -> Faculty of Languages -> Rector  |  |                       |                                     |  |            |     |
| <b>Name and surname of lecturer (lecturers)</b>    | Subject supervisor  |  | dr Agnieszka Żukowska |                                     |  |            |     |
|  | Teachers  |  |                       |                                     |  |            |     |
| <b>Lesson types</b>                                | 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  |  |                       |                                     |  |            |     |
| <b>Learning activity and number of study hours</b> | 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  |
| <b>Subject objectives</b>                          | The course is intended to provide an introductory overview of general management theory, selected issues in macroeconomics and microeconomics as applied in business practice, and contemporary methods of managing artistic institutions in Poland. It is designed to impart knowledge about the specific nature of these institutions and their operations within organizational, legal, economic, and artistic contexts in the public, private, and non-governmental sectors. The course will describe their functioning in relation to the art market, cultural policy, cultural animation, project management, and marketing. It aims to lay the foundation for acquiring the skills necessary to organize and implement tasks in the cultural sphere. |  |                       |                                     |  |            |     |

| Learning outcomes | Course outcome   | Subject outcome  | Method of verification   |
|-------------------|--|--|--|
|                   | [ZIAL3_K03] They are prepared to fulfill social obligations and collaborate in organizing activities that contribute to the social environment within the realms of managing arts and cultural institutions and/or artistic practice.  | Is ready to fulfill social commitments and to engage in activities for the benefit of the social environment, utilizing contemporary methods and forms of organizing cultural activities within the framework of managing arts institutions.                                       | [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 their knowledge of the management of arts institutions; is willing to seek expert opinions when implementing managerial and/or artistic tasks, whether those tasks are self-defined or assigned by others.  | [SK1] oral statement/conversation/discussion<br>[SK2] presentation/project/paper/report  |
|                   | [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 managing arts institutions. | [SK1] oral statement/conversation/discussion<br>[SK2] presentation/project/paper/report  |
|                   | [ZIAL3_W02] They have an advanced understanding of fundamental theories, methodologies, and terminology in fields of arts studies, management and quality studies, literary studies, as well as auxiliary and related studies.   | Has an advanced understanding of fundamental theories, methodologies, and terminology in the field of management of arts institutions.   | [SW1] oral statement/conversation/discussion<br>[SW3] text preparation/written work  |
|                   | [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. | Is able to apply their knowledge of arts institutions management to solve cognitive problems and carry out managerial tasks in the realm of culture and/or in realizing his/her own artistic designs, particularly in stage practice, selecting appropriate methods and tools.     | [SU1] oral statement/conversation/discussion<br>[SU2] presentation/project/paper/report<br>[SU3] text preparation/written work |
|                   | [ZIAL3_W08] They are acquainted with the fundamental economic, legal, ethical, and social determinants of managerial activity in the arts and culture sector and/or the practice of the artist's profession.   | Is acquainted with the fundamental economic, legal, ethical, and social determinants of managerial activity in the management of arts institutions.  | [SW1] oral statement/conversation/discussion   |
|                   | [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.   | Possesses detailed knowledge of specific topics within management of arts institutions, with a focus on practical applications in managerial and/or artistic activity.   | [SW1] oral statement/conversation/discussion<br>[SW2] 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.  | Is familiar with the methodologies, standards, procedures, and best practices utilized in Polish arts and cultural institutions across the public, private, and third sectors, and applies this knowledge in managerial and/or artistic activity.                                  | [SW1] oral statement/conversation/discussion<br>[SW2] presentation/project/paper/report<br>[SW3] text preparation/written work |
|                   | [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.  | Is acquainted with the relationships and interdependencies between theoretical and practical aspects in management of arts institutions, applying this knowledge in managerial tasks and/or the implementation of artistic projects  | [SW1] oral statement/conversation/discussion<br>[SW3] text preparation/written work  |

|  | <table border="1"> <thead> <tr> <th>Course outcome</th> <th>Subject outcome</th> <th>Method of verification</th> </tr> </thead> <tbody> <tr> <td>[ZIAL3_U03] They are capable of communicating effectively using specialized terminology in arts studies, management and quality studies, literary studies, as well as auxiliary and related studies.</td> <td>Is able to communicate effectively using specialized terminology in management of arts institutions.</td> <td>[SU1] oral statement/conversation/discussion<br/>[SU2] presentation/project/paper/report</td> </tr> <tr> <td>[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.</td> <td>Has organizational skills that allow for the planning and execution of individual and team tasks associated with managing arts and cultural institutions across the public, private, and third sectors and/or realizing artistic projects.</td> <td>[SU1] oral statement/conversation/discussion<br/>[SU2] presentation/project/paper/report<br/>[SU3] text preparation/written work</td> </tr> </tbody> </table> | Course outcome   | Subject outcome   | Method of verification        | [ZIAL3_U03] They are capable of communicating effectively using specialized terminology in arts studies, management and quality studies, literary studies, as well as auxiliary and related studies. | Is able to communicate effectively using specialized terminology in management of arts institutions. | [SU1] oral statement/conversation/discussion<br>[SU2] presentation/project/paper/report | [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 that allow for the planning and execution of individual and team tasks associated with managing arts and cultural institutions across the public, private, and third sectors and/or realizing artistic projects. | [SU1] oral statement/conversation/discussion<br>[SU2] presentation/project/paper/report<br>[SU3] text preparation/written work |
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| Subject contents   | The course program will include knowledge elements in project management, cultural organization, cultural policy, cultural animation, marketing, public relations, and the functioning of the art market. The classes will provide preliminary knowledge and skills necessary to conduct one's own cultural activities and introduce methods by which a creative idea becomes a real project. An important element will be visits to selected institutions in the Tri-City area or meetings with their representatives, as well as students' work on original projects for new arts or cultural institutions.   |  |                   |                               |  |  |   |  |  |  |
| Prerequisites and co-requisites  |   |  |                   |                               |  |  |   |  |  |  |
| Assessment methods and criteria  | <table border="1"> <thead> <tr> <th>Subject passing criteria</th> <th>Passing threshold</th> <th>Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td>preparation and presentation (in a group of 4-5 students) of an original cultural project, constituting the documentation for establishing a new cultural institution</td> <td>51.0%</td> <td>70.0%</td> </tr> <tr> <td>active participation in classes and systematic preparation of topics indicated by the lecturer in oral and/or written form</td> <td>51.0%</td> <td>30.0%</td> </tr> </tbody> </table>   | Subject passing criteria   | Passing threshold | Percentage of the final grade | preparation and presentation (in a group of 4-5 students) of an original cultural project, constituting the documentation for establishing a new cultural institution                                | 51.0%  | 70.0%   | active participation in classes and systematic preparation of topics indicated by the lecturer in oral and/or written form   | 51.0%  | 30.0%  |
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| preparation and presentation (in a group of 4-5 students) of an original cultural project, constituting the documentation for establishing a new cultural institution  | 51.0%   | 70.0%  |                   |                               |  |  |   |  |  |  |
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|  |                          |  |
|--|--------------------------|--|
| Recommended reading  | Basic literature         | <ul style="list-style-type: none"> <li>• Aktywne domy kultury, Warszawa 2009, <a href="http://www.aktywnedomykultury.pl">www.aktywnedomykultury.pl</a>.</li> <li>• Bendixen P., Wprowadzenie do ekonomiki kultury i sztuki, Kraków 2001 (selected chapters)</li> <li>• Begg D., Fischer St., Dornbusch R., Makroekonomia, Warszawa 2003.</li> <li>• Bobrowska E., Dom kultury jako instytucja społeczeństwa obywatelskiego, [w:] Dom kultury w XXI wieku wizje, niepokoje, rozwiązania, red. B. Jedlewska, B. Skrzypczak, Olsztyn 2009.</li> <li>• Bobrowska E., Przemiany modelowe instytucji domu kultury, Kraków 1997.</li> <li>• Ciechan-Kujawa M., Biznes Plan standardy i praktyka, Toruń 2007.</li> <li>• Dadel M., Jak napisać dobry projekt?, Warszawa 2007.</li> <li>• Dragičević-Šešić M., Stojković B., Kultura: Zarządzanie, animacja, marketing, tłum. J. Ambroziak, Warszawa 2010.</li> <li>• Gierszewska G., Romanowska M., Analiza strategiczna przedsiębiorstwa, Warszawa 2009.</li> <li>• Golat R., Podstawy prawa kultury, Poznań 2006.</li> <li>• Grad J., U. Kaczmarek, Organizacja i upowszechnianie kultury w Polsce. Zmiany modelu, Poznań, 1999.</li> <li>• Grajewski P., Organizacja procesowa, Warszawa 2007</li> <li>• Hagoort G., Przedsiębiorczość w kulturze. Wprowadzenie do zagadnień zarządzania w kulturze, Kraków 1997.</li> <li>• Ilczuk D., Polityka kulturalna w społeczeństwie obywatelskim, Kraków 2002.</li> <li>• Instytucje upowszechniania kultury w XXI wieku. Przeżytek czy nowa jakość?, red. J. Sójka, M. Poprawski, P. Kieliszewski, Poznań 2009.</li> <li>• Instytucje w czasach kryzysu, red. J. Sójka, P. Kieliszewski, P. Landsberg, Poznań 2009 (wybrane rozdziały).</li> <li>• Kargul J., Od upowszechniania kultury do animacji kulturalnej, Toruń 1996.</li> <li>• Karna W. J., Zmiany w zarządzaniu publicznymi instytucjami kultury, Kraków 2009.</li> <li>• Kotler P., Marketing: analiza, planowanie, wdrażanie i kontrola, Warszawa 1996.</li> <li>• Kultura i przemysł kultury szansą rozwojową dla Polski, red. J. Szomburg, Gdańsk 2002.</li> <li>• Matt G., Muzeum jako przedsiębiorstwo. Łatwo i przystępnie o zarządzaniu instytucją kultury, Warszawa 2006.</li> <li>• Narodowa Strategia Rozwoju Kultury na lata 2004-2013.</li> <li>• Płoski P., Przemiany organizacyjne teatru w Polsce w latach 1989-2009. Raport o teatrze, Warszawa 2009.</li> <li>• Praweńska-Skrzypek G., Polityka kulturalna polskich samorządów. Wybrane zagadnienia, Kraków 2003.</li> <li>• Raport: Finansowanie kultury i zarządzanie instytucjami kultury, Ministerstwo Kultury i Dziedzictwa Narodowego, Kongres Kultury Polskiej 2009, <a href="http://www.kongreskultury.pl">www.kongreskultury.pl</a>.</li> <li>• Raporty o stanie kultury. Wnioski i rekomendacje, Warszawa 2009.</li> <li>• Ustawa z dnia 15 września 2000 roku Kodeks spółek handlowych.</li> <li>• Ustawa z dnia 24 kwietnia 2003 roku o działalności pożytku publicznego i o wolontariacie.</li> <li>• Ustawa z dnia 6 kwietnia 1984 roku o fundacjach.</li> <li>• Ustawa z dnia 20 sierpnia 1997 roku o Krajowym Rejestrze Sądowym.</li> <li>• Ustawa z dnia 25 października 1991r. o organizowaniu i prowadzeniu działalności kultury.</li> <li>• Ustawa z dnia 7 kwietnia 1989 roku Prawo o stowarzyszeniach.</li> <li>• Włodarski J., Zeidler K., Prawo muzeów, Warszawa 2008.</li> <li>• Zarządzanie w kulturze, t. 1-9, Kraków 2000-2009 (wybrane fragmenty).</li> <li>• Zeidler K., Prawo ochrony dziedzictwa kultury, Warszawa 2008.</li> </ul> <p>The lecturer updates the reading list at the start of the semester.</p> |
|  | Supplementary literature | The lecturer provides students with the reading list at the start of the semester.   |
|  | eResources addresses     |  |
| Example issues/<br>example questions/<br>tasks being completed |                          |  |
| Work placement   | Not applicable           |  |

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