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## Human resource management in the Arts Industry

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### Course aims and intended learning outcomes

'HR Management in the arts industry' aims at providing students with advanced knowledge about how to manage people in arts institutions and creative organizations, by analysing examples from a wide range of industries (e.g. Museums, Music, TV and Movie production). HR management practices and issues will be presented and discussed from the perspective of the HR department, of board's members, of the line managers and of the employee. This multiple perspective will guarantee to the students a comprehensive and complex view of the strategic value managing human capital properly in the arts field.

At the end of the course, students:

- Will be able to demonstrate knowledge of the link between the Human Resource System, the strategy, the organizational structure and the board's dynamics of an arts organization/creative company.
- Will extend the knowledge usually associated with the first cycle of study on strategy and organization design by appreciating the specific features of selection, training, development and career dynamics within an organization.
- Will demonstrate knowledge and understanding that reinforce those associated with the first cycle by experiencing directly the challenges related to negotiating and leading people within arts institutions and creative companies.
- Will be able to solve problems related to sustain employees' motivation, commitment professional identification processes, while contextualize these problems in the broader strategic positioning of an arts institution/creative company.
- Will be able to solve sophisticated problems related to boards dynamics (e.g. harassment and diversity issues) and to connect them to the survival and performance of the organization.
- Will develop their abilities to communicate orally and to present in a written form their conclusions about the problems and challenges proposed to them through class participation and discussion, take-home assignment and a written exam.

### Course content

The course will devote space to the discussion of people management practices (selection, development, career, performance evaluation) for the arts industry and of their relationship with organizational strategy, structure and culture. Therefore, HR practice will be studied both in their specificities and in their connection with the mission and positioning of the analysed organizations. In addition, the link between people management and board dynamics will be analysed, especially focusing on the individual abilities to support people motivation and commitment. More specifically course contents are the following:

- HR management strategy and values: how people management can enforce the deployment of strategic goals and of company culture.
- HR management and organizational structure: the role of the producer in arts organizations.
- Recruitment and selection in the arts industry: company's strategy and governance and their implications for recruitment channels and selection methods (e.g. interviews, tests, group assessment).
- Training and development in the arts industry: general training strategy; arts-based methods for training people in organizations.
- Career dynamics: career typologies (e.g. vertical, horizontal, international), with a focus on boundary-less careers in the arts and creative industries.
- Corporate social responsibility, HR Management and Corporate Collections: how art can communicate company positioning through art to a diversity of stakeholders.



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- HR and team management practices to foster innovation in arts organizations.
- Board dynamics and people management skills for effective negotiation.

## Reading list

Attending students: papers, slides and cases uploaded on Blackboard.

Not attending students:

B. Townley-N. Beech (2011), *Managing Creativity, Exploring the Paradox*, Cambridge University Press (the whole book).

J. Candace-M. Lorenzen-J. Sapsed (eds.), *The Oxford handbook of creative industries*. Oxford University Press, 2015. Part IV: Organizing Creative Industries.

CHAPTERS TO COVER:

13: Projects and Project Ecologies in Creative Industries, T. Vinodrai and S. Keddy

14: Managing Project-Based Organization in Creative Industries, R. DeFillippi

15: Organizing Events for Configuring and Maintaining Creative Fields, E. Schvöler and J. Sydow.

## Teaching method

Lectures will be integrated with case studies, incidents and invited speeches, in order to enhance students' active participation and learning. Students will have the chance to discuss real cases and to practice with role-playing, in order to complete their theoretical training with more hands-on experiences.

## Assessment method and criteria

For the two modules (Prof. Paolino and Prof. Harrison), there will be a final written exam, representing the opportunity for you to show your understanding of the course topics and your ability to use what you have learned to solve real problems. Moreover, one team assignment will give you the chance to practice collaborative learning, while deepening your understanding of the topics covered in class and their application.

More specifically, the course evaluation will be based on:

Final exam (80%): the exam will be closed-books; The exam will be based on the topics covered in class with the instructors and it will attribute a great value to students' ability to make reference to and discuss critically the business cases, examples, guest speakers' topics analysed in class. Questions will be problem-based, coherently with the teaching approach (two questions about Prof. Paolino's part and one question about the exercises and role-playing done with Prof. Harrison).

Class participation (20%): students will be asked to discuss cases and problems and to interact with the guests. The quality of their participation will be assessed along the sessions and students will receive a feedback about their class participation after each class.