



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Strategy in the Arts

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Course aims and intended learning outcomes

The aims of the course 'Strategy in The Arts' are:

- To gain an overview of current applications of strategic management theories and models to the arts and cultural sector;
- To critically reflect on the possibilities and limits of the applicability of existing theories and models of strategic management to arts and cultural organizations;
- To apply knowledge of, and critical thinking about the application of strategic management to arts and cultural organization through the analysis of real cases.
- At the end of the course 'Strategy in The Arts', students will be able:
- To define strategy and strategic management in the arts and cultural sector;
- To understand the different uses of strategic planning in the arts and cultural sector;
- To solve and present in oral form questions related to real-life case studies of arts and cultural organizations facing strategic challenges;
- To analyze the internal and external environment of an arts or cultural organization and consequently choose a set of adequate and consistent strategies, both at the overall organizational level and at the level of the specific organizational function.
- To elaborate and present in oral and written form a strategic plan for an arts or cultural organization.

Course content

The course is devoted to the study of existing applications of theories and models of strategic management to arts and cultural organizations. In particular, the unique characteristics of arts and cultural organizations are scrutinized in order to support critical reflection about the use of strategic management methods and techniques in the arts and cultural sector. Building on this critical understanding, students learn to elaborate a strategic plan for an arts or cultural organization which is tailored to the specific and unique needs of the organization and which can, thereby, help the organization to meet its multiple and often conflicting objectives.

Reading list

L. VARBANOVA, Strategic Management in the Arts, Routledge, 2013.

Teaching method

In order to support knowledge building and critical thinking, interactive lectures characterize the course. This implies an active participation of the enrolled students in the scheduled classes. Students are expected to read the assigned book chapters and case studies before the lectures, in order to be actively involved in the discussion.

In order to learn from the application of the gained knowledge and in order to learn to contextualize critical reflection, students receive regular feedback during their elaboration of a strategic plan for an arts or cultural organization and during their analysis of the assigned case studies.



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Assessment method and criteria

The exam has an oral and a written component. The oral component consists of group presentations of assigned case studies. The written component consists of a group strategic plan for a chosen arts or cultural organization. Additional information about the assessment methods and criteria will be communicated at the beginning of the course and made available on Blackboard.