COURSE SPECIFICATION DOCUMENT

NOTE: ANY CHANGES TO A CSD MUST GO THROUGH ALL OF THE RELEVANT APPROVAL PROCESSES, INCLUDING LTPC.

Academic School/Department:	**Business and Economics**
Programme:	**BA (Hons) Business Administration: International Business**
FHEQ **Level:**	**5**
Course Title:	**Project Management for the Arts and Culture**
Course Code:	**MGT 5850**
Course Leader:	**Sabine Spangenberg**

Student Engagement Hours: 120
Lectures: 30
Seminar / Tutorials: 14
Independent / Guided Learning: 75

Semester: Fall or Spring
Credits: 12 UK CATS credits
6 ECTS credits
3 US credits

Course Description:

ITALIAN STUDY CENTRES ONLY. The purpose of this course is to introduce students to the concepts of Project Management relevant to the Cultural Industry. The theoretical basis will be applied to the industry of arts and culture. The course focuses on case studies that are related to Rome's Cultural Heritage. Students will acquire knowledge, skills and competencies to understand the fundamental tenets of project management. The Italian cultural environment will be studied; particular attention will be paid to its inherent value. Furthermore this course offers students the opportunity to identify currents problems that are related to the management of the Italian cultural heritage. The skills that are applicable to the Italian cultural heritage in first instance on the Italian situation may as well be applied to different international contexts.

Prerequisites: MGT 3200 or MGT 4200

Aims and Objectives:

The aim of the course is to provide students with the tools to manage projects within the cultural heritage and arts sector. Furthermore this course seeks to provide students with the understanding to apply their theoretical knowledge to the management of projects and the of solving cross-functional requirements in planning, realization and evaluation of different types of projects on the Italian Cultural Sector. The course also focuses on the equipment with professional skills necessary to successfully lead a project team.

Programme Outcomes:

A3, A4, A5
B1, B2, B3
C1
D1, D4

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by the Academic Registry and found at:
http://www.richmond.ac.uk/content/academic-schools/academic-registry/program-and-course-specifications.aspx

Learning Outcomes:

Knowledge and understanding

- Acquire a critical knowledge on project management
- Understand different types of projects and methods and learn how to professionally manage these different approaches within the cultural industry
- Apply project management tools and instruments necessary to develop professional project management concepts for the Italian and international cultural heritage

Cognitive skills

- Understand and integrate different project plans (e.g. time plan, cost plan, resources plan, risk plan) and integrate those parameters to prepare an integrative project planning and controlling plan

Practical and/or professional skills

- Use and adapt project management knowledge and skills to practically engage with a range of problems and issues within the arts and culture sector

Key skills

- Deepen the understanding on how to set up and lead a project team, its core and/or extended team members
- Evaluate the success of a project and communicate its results to different stakeholders of the project (e.g. project sponsors, owners etc.)
- Train social and communication skills in order to successfully prepare and deliver project presentations
- Apply cross curricular competencies on the cultural heritage of Rome to develop a project plan for the cultural industry

Indicative Content:

- Nature and Purpose of Project Management
- Overview of cultural Project Management
- Primary Project Objectives and Project Success Factors with emphasis on Cultural Industry
- Major Processes and Principles in Project Management and in Cultural Event Management
- The Project Manager and the Project Team, focusing on the specific skills needed in Cultural Industry
- Project Management Organization applied ad the Cultural Industry
- Cultural events in Italy: organizations and sector
- Project Organization: Phase of development and activation
- Primer design, Strategic profile, Context analysis
- Supplying the Cultural event and programming of the activity
- Location: choice, assessment and use.
- Analysis and identification of Cultural project stakeholders
- Feasibility verification and analysis, SWOT analysis applied to the Cultural event
- On-site activity (checking location, surveys, etc.).
- The Cultural Project Framework, Stages and Tools
- Planning and Scheduling
- Action planning, time schedules, the allocation of resources

Assessment:

This course conforms to the Richmond University Standard Assessment Norms approved at Learning and Teaching Policy Committee found at: http://www.richmond.ac.uk/content/academic-affairs/academic-standing.aspx.

Teaching Methodology:

The material will be presented to students in four ways:
1) Formal lectures and class discussion of key issues.
2) Selection of Project case studies (Promotion of Monuments, Cultural sites, Museums visited in Rome or nearby)
3) Development of a case study as a group work throughout the entire semester.
4) Student-led presentations of key topics of project management applied to their case-studies.

Articles, power point presentations, guest lectures on up-to-date news and current events integrate the course material. Students are expected to attend class well prepared and to participate actively in discussions.

Bibliography:

Required Texts/Reading:

-Lock, D. (2007) The Essentials of Project Management, 9th ed., Gower. ISBN: 139780566088056.
ARTerial Network (2011) Project management toolkit for arts and culture, 2011.
ISBN: 978-09869900-2-1

Recommended Reading:

Adair, J. (2009) *No Bosses but leaders*, London: Kogan Page Ltd.
Bianchini, F and Parkinson, M (1991) *Cultural policy and Urban Regeneration: the West European Experience*. Manchester: Manchester University Press.
Carey, J. (2005) *What Good Are the Arts?* London, Faber and Faber
Caves, R.E (2000) *Creative Industries: contracts between art and commerce*, Harvard: Harvard University Press.
Crane, D. (2003) *The Production of Culture. Media and Urban Arts*, Newbury Park: Calif.
European Commission (2004) *Project Cycle Management Guidelines, aid Delivery Methods, Vol.1*, Bruxelles, European Commission.
Gilhespy, L. (1999) "Measuring the Performance of Cultural Organization: A Model", in: *Journal of arts management, Vol.2, N.1.*
Greed, C. (1999) *Social Town Planning,* London: Routledge.
Hesmondhalgh, S (2008) *The Cultural industries*, London: Sage

Kolb, B. (2005) *Marketing for Cultural Organization*, London: Thomson Learning

Project Management Institute (2013) *A Guide to the Project Management Body of Knowledge: PMBOK Guide*, http://www.pmi.org/PMBOK-Guide-and-Standards.aspx

Richards, G and Wilson, J (2004) "The Impact of Cultural Events on City Image: Rotterdam, Cultural Capital of Europe 2001", *Urban Studies, Vol 41, No. 10: 1931-51*

Selwood, S. (2002) *Measuring culture*, http://www.spiked-online.com/Printable/00000006DBAF.htm

UNESCO (2009) *The UNESCO Framework of Cultural Statistics*, http://www.uis.unesco.org/culture/Pages/framework-cultural-statistics.aspx

See syllabus for complete reading list

Please Note: The core and the reference texts will be reviewed at the time of designing the semester syllabus

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Change Log for this CSD:

Major or Minor Change?	Nature of Change	Date Approved & Approval Body (School or LTPC)	Change Actioned by Academic Registry