CULS5308 Performing Arts Administration
Master of Arts in Cultural Management
The Chinese University of Hong Kong
Term 1, AY2019/20

Instructor: Benny LIM / bennylim@cuhk.edu.hk

Group A: Every Tuesday; 6.45pm to 9.30pm, ELB 302
Group B: Every Wednesday; 2.30pm to 5.15pm, ELB 205

Please email to make an appointment for consultation

The course is taught in English
(Group discussions in Cantonese and Putonghua allowed)
Course Information and Learning Outcomes

This postgraduate course, *Performing Arts Administration*, is aimed at offering new insights and possibilities on performing arts management. Besides understanding management concepts and practices in the performing arts, students will be exposed to higher level thinking, such as improving the current performing arts ecology and exploring new ways and processes in managing the performing arts.

The course is divided into three parts.

Part One: *Performing Arts Administration – a Cultural Studies Approach* seeks to generate in-depth discourse into the societal functions of the performing arts, the commercialization of the performing arts (profit vs. non-profit; big vs. small), and the roles of arts managers.

Part Two: *Management of Performing Arts Organizations* prepares arts managers to be accountable to their stakeholders through good management practices and concepts.

Part Three: *Performing Arts Marketing and Audience Development* enables students to develop suitable marketing plans for different performing arts projects, and to research into ways to develop and engage (future) audiences.

At the end of the course, students will be able to:

1. Apply management concepts and practices to day-to-day work of performing arts managers.
2. Compare and contrast the performing arts ecologies of different cities/ nations.
3. Reflect upon the various processes, procedures and practices in managing non-profit and for-profit performing arts events / organizations.
4. Reflect upon and create entrepreneurial approaches in developing strategic plans, marketing plans, and audience development/ engagement plans for performing arts organizations.
PART ONE:
PERFORMING ARTS ADMINISTRATION – A CULTURAL STUDIES APPROACH

Lesson 1
Grp A: 3rd September 2019
Grp B: 4th September 2019
Course Introduction;
Let’s Talk About Performing Arts and our roles as Cultural Managers
Discussions-based Lesson

Lesson 2
Grp A: 10th September 2019
Grp B: 11th September 2019
Performing Arts and Money – A Necessary Dichotomy?
Trigger:

Lesson 3
Grp A: 17th September 2019
Grp B: 18th September 2019
Performing Arts Ecology in Hong Kong
(Comparison with Singapore, and other cities)
Trigger:

Lesson 4
Grp A: 24th September 2019
Grp B: 25th September 2019
Rethinking the Management of Small Performing Arts Organizations
Trigger:
PART TWO: MANAGEMENT OF PERFORMING ARTS ORGANIZATIONS

Lesson 5
Grp A: 8th October 2019 (note that 1st October is Public Holiday)
Grp B: 2nd October 2019
Strategic Planning in the Performing Arts
Trigger:
- https://www.theguardian.com/culture/2019/jul/28/edinburgh-may-lose-20m-us-circus-project-over-brexit-fears

Lesson 6
Grp A: 15th October 2019
Grp B: 9th October 2019
Strategic Planning in the Performing Arts – Case Study and Class Assignment
Trigger:
- https://static1.squarespace.com/static/5a271f7ebe42d61e825167ac/t/5a43c3c553450ac1b22822eb/1514390470359/BRSO-Strategic-Plan-2016-through-2020-Final.pdf

Lesson 7
Grp A: 22nd October 2019
Grp B: 16th October 2019
Financial Management and Financing the Performing Arts
Trigger:
- http://www.playhousesquare.org/giving-support-main/legacy

Lesson 8
Grp A: 29th October 2019
Grp B: 23rd October 2019
Human Resource Planning in the Performing Arts
Trigger
Lesson 9
Grp A: 5\textsuperscript{th} November 2019
Grp B: 30\textsuperscript{th} October 2019

Performing Arts Venues and Programming

\textit{Trigger:}
- \url{https://newatlas.com/henning-larsen-hangzhou-yuhang-opera/60647/}

Lesson 10
Grp A: 12\textsuperscript{th} November 2019
Grp B: 6\textsuperscript{th} November 2019

Guest Speaker(s) and/or Excursions

\textit{PART THREE:}
PERFORMING ARTS MARKETING AND AUDIENCE DEVELOPMENT

Lesson 11
Grp A: 19\textsuperscript{th} November 2019
Grp B: 13\textsuperscript{th} November 2019

Segmentation, Targeting and Positioning;
Marketing Mix

\textit{Trigger:}
- \url{https://www.scmp.com/lifestyle/arts-culture/article/3009067/beethoven-celebration-focus-hk-phils-new-season-lang-lang}

Lesson 12
Grp A: 26\textsuperscript{th} November 2019
Grp B: 20\textsuperscript{th} November 2019

PR and Communication Strategies (includes social/ digital media marketing)

\textit{Trigger:}

Lesson 13
Grp A: 3\textsuperscript{rd} December 2019
Grp B: 27\textsuperscript{th} November 2019

\textbf{Audience Development/ Engagement}

\textit{Concluding Discussions}
Do also note that this course is a pre-requisite to CULS5321. Trips may also be organized during weekends. These trips are not compulsory, but all of you are encouraged to participate.

**Course Assessments**

*Attendance and Participation (10%)*

Throughout the course, there are several discussions and class projects. Students are required to document the outcomes of the discussions on the discussion board (Blackboard).

*Performing Arts Manager’s Portfolio (40%)*

Each student is to submit a portfolio on the **12th November 2019 (Group A) and 13th November 2019 (Group B)** (in class), which includes the following:

- Develop a 3-year strategic plan for a new performing arts organization of your preference.
- Develop a marketing plan for a specific performing arts event (locally or overseas), and prepare the (first) media release.
- Put together an audience development plan for a specific small and medium performing arts organization in Hong Kong.

Note: *Language wise, you can write in English or Chinese! However, it should be relevant to the stakeholders you are attempting to engage.*

*Written Assignment - Essay (40%)*

Each student is to submit an essay based on one of the following topics:

**Topic 1:**
Critically evaluate and reflect on the performing arts ecology of a city/nation.

**Topic 2:**
With reference to a performing arts organization, critically evaluate its branding, marketing and audience development strategies.

The essay should be around 3500 words in English (5000 words in Chinese). Students can submit the essays onto Veriguide anytime during the term so as long it is before **2359hrs of the 15th December 2019**. Signed Veriguide forms should be emailed to the instructor.
Note for Topic 1: By ecology, you should investigate various performing arts policies (and policymakers). You may also want to talk about the different stakeholders. Perhaps, you can also use some specific performances as case studies/examples to support your discussions. Though it is not compulsory, I will like to challenge you to take this opportunity to research into another city (other than Hong Kong or wherever you come from). Also, I will very much like you to take up to write this essay in English.

Note for Topic 2: By organizations, it should preferably be organizations involved in creating and presenting shows. Performance venues are also acceptable, so as long you can discuss on their audience development strategies. Though it is not compulsory, I will like to challenge you to take this opportunity to research into an organization you are familiar with. Also, I will very much like you to take up to write this essay in English.

Core Readings


Recommended Readings


Additional Readings will be uploaded onto Blackboard
Note to students

Honesty in Academic Work: A Guide for Students and Teachers

The Chinese University of Hong Kong places very high importance on honesty in academic work submitted by students, and adopts a policy of zero tolerance on cheating and plagiarism. Any related offence will lead to disciplinary action including termination of studies at the University. All student assignments in undergraduate and postgraduate programmes should be submitted via VeriGuide with effect from September 2008:  
http://veriguide1.cse.cuhk.edu.hk/portal/plagiarism_detection/index.jsp

Although cases of cheating or plagiarism are rare at the University, everyone should make himself/herself familiar with the content of this website and thereby help avoid any practice that would not be acceptable.

Section 1 What is plagiarism  

Section 2 Proper use of source material  

Section 3 Citation styles  

Section 4 Plagiarism and copyright violation  

Section 5 CUHK regulations on honesty in academic work  

Section 6 CUHK disciplinary guidelines and procedures  

Section 7 Guide for teachers and departments  

Section 8 Recommended material to be included in course outlines  

Section 9 Electronic submission of assignments via VeriGuide  

Section 10 Declaration to be included in assignments  