

**CULS5326 Cultural Venues Management**  
**Master of Arts in Cultural Management**  
**The Chinese University of Hong Kong**  
*Term 2, AY2023/24*



ArtScience Museum of Singapore (Photo from <https://bookafly.com/>)

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*Every Wednesday; 6.45pm to 9.30pm*  
*Chen Kou Bun Building CKB UG05 (UG/F)*

*The course is taught in English*

### Course Information and Learning Outcomes

In the last two decades, there has been a significant growth in the number and types of cultural venues in East and Southeast Asia. Through this course, students will be introduced to a range of cultural venues including theatres and performance spaces, museums and art galleries, historical sites, concert venues, community arts centres, etc. A significant trend in the region has been the development of cultural landmarks, such as the rapid rollout of performing arts centres and museums in Mainland China. These mega cultural venues not only serve as major tourist attractions but also as symbols of national and/or city identity. Additionally, the course will delve into the revitalization of heritage sites into vibrant cultural venues and districts, emphasizing the balance between preservation and innovation. Beyond these large-scale projects, many institutions of higher education are also developing state-of-the-art cultural venues. There is also a growing number of non-conventional arts and cultural spaces initiated by business owners and cultural organizations. Increasingly, cultural managers are expected to contribute to the strategic planning and day-to-day operations of various types of cultural venues. At the same time, cultural managers are also taking

on key roles in the venues' programming decisions, from curating exhibitions and performances to developing educational programmes that engage and enrich communities. The COVID-19 pandemic has also triggered new thinking in the role of physical cultural venues as well as accelerated the shift towards digital venue and art tech. It's important to note that field trips will be an essential component of this course, which aims to provide students with firsthand experience and insights into the operational realities of managing cultural venues.

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

- Understand the different types of cultural venues and their functions.
- Evaluate the values of different cultural venues.
- Evaluate the strategic and operational plans of cultural venues.
- Evaluate the concepts of cultural spaces in relation to artmaking, community, and digitization.
- Develop a proposal for a cultural district.

### Class Schedule

#### PART ONE – THE ROLE AND PURPOSE OF CULTURAL VENUES

Week 1: 10<sup>th</sup> January 2024

##### **Course Introduction**

##### **Typology and Functions of Cultural Venues**

Week 2: 17<sup>th</sup> January 2024

##### **Values of Cultural Venues**

#### PART TWO – RUNNING CULTURAL VENUES

Week 3: 24<sup>th</sup> January 2024

##### **Strategic Management of Cultural Venues**

##### **(case of universities' cultural venues)**

Week 4: 31<sup>st</sup> January 2024

##### **Operations of Cultural Venues**

Week 5: 7<sup>th</sup> February 2024

##### **House Management and Ticketing**

Week 6: 14<sup>th</sup> February 2024

##### **No Class – Lunar New Year Break**

Weeks 7 & 8: 21<sup>st</sup> February and 28<sup>th</sup> February 2024

##### **Programming for Cultural Venues (including Education Programmes)**

Week 9: 6<sup>th</sup> March 2024

##### **No class (will be replaced by fieldtrips)**

#### PART THREE – TRENDS IN CULTURAL VENUES MANAGEMENT

Week 10: 13<sup>th</sup> March 2024

##### **Heritage Spaces and Revitalizations**

Weeks 11 & 12: 20<sup>th</sup> March and 27<sup>th</sup> March 2024

## Cultural Districts, Arts Belts and Housing + Discussions

Week 13: 3<sup>rd</sup> April 2024

### Cultural Venues in the Digital Age

Week 14: 10<sup>th</sup> April 2024

**No class**

Week 15: 17<sup>th</sup> April 2024

### Project Presentation

#### Fieldtrips

The course will arrange 2 field trips to different cultural venues in the region (tentatively Macau and Shenzhen). Fieldtrips will likely take place on weekdays (daytime) between late January and March. Students in this course must attend at least 1 of the fieldtrips.

#### Core Readings

Berners, P. (2019). *The Practical Guide to Managing Event Venues*. Routledge.

Bonet, L., & Schargorodsky, H. (2018). *Theatre management: models and strategies for cultural venues*. Kunnskapsverket.

Lambert, P. D., & Williams, R. (Eds.). (2016). *Performing arts center management*. Routledge.

O'doherty, B. (1999). *Inside the white cube: the ideology of the gallery space*. Univ of California Press.

Tompkins, J. (2014). *Theatre's heterotopias: Performance and the cultural politics of space*. Palgrave Macmillan.

***Additional readings will be uploaded on the blackboard weekly.***

#### Assessments

Class Participations and Attendance	20%
Short Essays	40%
Final Project and Presentation	40%
<b>TOTAL</b>	<b>100%</b>

### **CLASS PARTICIPATIONS AND ATTENDANCE (20%)**

Students will be assessed based on level of class participations, quality of discussions, and attendance.

### **SHORT ESSAYS (40%)**

Drawing references from the fieldtrips, submit a short essay for each of the following topics:

- Discuss, with examples, the values of one or more of the cultural venues you visited. (1200 words)
- Reflect on one or more management dimensions of any cultural venue you have visited. This reflection should delve into specific aspects of how the venue is managed and

- operated. You may include a comparison with another equivalent cultural venue in East and Southeast Asia. (1200 words)
- Come up with curatorial/programming proposal for one of the cultural venues. (1500 words; visuals are welcomed)\*

\*Note: For this assignment, your task is to develop a comprehensive curatorial or programming proposal. It should focus on overarching strategy or vision for the venue (with examples of possible programmes), rather than focusing on a singular programme.

Students can submit the essays (as one document) onto Veriguide anytime during the term so as long it is before **2359hrs of 31<sup>st</sup> March 2024 (Sunday)**. Signed Veriguide forms should be emailed to the instructor and TA.

## **FINAL PROJECT AND PRESENTATION (40%)**

This is a group assignment. Each group should have no more than 4 students.

Design a new cultural district in Hong Kong. The cultural district could be made up of existing landmarks/buildings/places OR it could also partially include some new landmarks/buildings/places (proposed by the group).

The group project report may include (but not limited to) the following:

- Introduction of the cultural district (the landmarks/buildings/places in the district)
- Justifications and purpose of the cultural district
- Governance and management of the cultural district

You are expected to enrich the report with visuals (maps/ other visuals). You may also submit additional documentations (such as video). Keep the report to a maximum of 20 pages (single-spacing/ Times New Roman, font size 12).

Additionally, each group is given a maximum of 15 minutes to present your cultural district to the class. The presentation should focus on the introduction of the cultural district (keep the justifications and governance/management brief).

The hardcopy of the report should be submitted in class before the presentation begins on **17<sup>th</sup> April 2024**.

## **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](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

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_files\\_\(2013-14\)/p01.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_files_(2013-14)/p01.htm)

Section 2 Proper use of source material

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_htm\\_files\\_\(2013-14\)/p02.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p02.htm)

Section 3 Citation styles

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_htm\\_files\\_\(2013-14\)/p03.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p03.htm)

Section 4 Plagiarism and copyright violation

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_htm\\_files\\_\(2013-14\)/p04.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p04.htm)

Section 5 CUHK regulations on honesty in academic work

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_htm\\_files\\_\(2013-14\)/p05.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p05.htm)

Section 6 CUHK disciplinary guidelines and procedures

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_htm\\_files\\_\(2013-14\)/p06.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p06.htm)

Section 7 Guide for teachers and departments

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_htm\\_files\\_\(2013-14\)/p07.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p07.htm)

Section 8 Recommended material to be included in course outlines

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_htm\\_files\\_\(2013-14\)/p08.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p08.htm)

Section 9 Electronic submission of assignments via VeriGuide

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_htm\\_files\\_\(2013-14\)/p09.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p09.htm)

Section 10 Declaration to be included in assignments

[http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_htm\\_files\\_\(2013-14\)/p10.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_htm_files_(2013-14)/p10.htm)